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Contact Center Performance Improvement Project



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EXECUTIVE SUMMARY

The South Carolina Department of Motor Vehicles (SCDMV) is a non-appropriated State Government Agency. Headquartered at 10311 Wilson Blvd., Blythewood, SC, SCDMV also has 66 Field Branch Offices located across the State of South Carolina. SCDMV provides the highest levels of customer service to the citizens of South Carolina by administering the State's motor vehicle licensing and titling laws through the maintenance of strict controls that deliver secure and valid identification, licenses and property records. Also, the Agency is responsible for an accurate accounting of the receipt and timely distribution of all revenue collected for these transactions. SCDMV provides more than 400 different products and services to the general public and to business and governmental entities such as insurance companies, financial institutions, county tax offices, law enforcement, vehicle dealers, the legislature, judges and court administrators, federal and state agencies, as well as to other states and counties.

The Agency's workforce consists of, on average the following number of both full and part-time employees:

Agency Head: 1
Classified: 1,202
Unclassified: 4
Temporary: 100
Temporary Grant: 2

Purpose: The Department of Motor Vehicles exists to serve the citizens of South Carolina.

Mission: The South Carolina Department of Motor Vehicles administers the State's motor vehicle licensing and titling laws by maintaining strict controls to deliver secure and valid identification, licenses and property records, while accurately accounting for the receipt and timely distribution of all revenue collected in order to best serve our citizens.

To accomplish this mission, SCDMV administers South Carolina's motor vehicle laws in an efficient, effective and professional manner in order to deliver accuracy and security in all transaction documents and to provide the highest levels of customer service to the citizens of South Carolina.

Vision: SCDMV is a model state agency delivering exceptional customer service and promoting efficient business processes, professional employees, innovative technology and strategic partnerships.

Values: Committed, Competent and Courteous.

Goals: SCDMV's key strategic goals for the 2015 fiscal year and future years are to continue to review and improve current processes, allowing for a higher level of efficiency in providing accurate, quality customer service in a professional, courteous manner.

Objectives: Specific strategic objectives also include examining existing business practices and procedures that will improve customer service. SCDMV has made a commitment to improve continuously its organization through the innovative use of technology solutions, empowerment of employees, collaboration through teamwork, and cultivation of a positive and productive work environment instilled with trust, respect, support and recognition of employees.

Tasks: This project proposal focuses on the performance improvement of one specific area of SCDMV, Customer Service Delivery's Contact Center. The research, analysis, and suggested strategies outlined in this project will increase service level, efficiency and effectiveness of the Contact Center, Customer Service Delivery, and assist in supporting and achieving the overall mission, vision, values, goals, and objectives for the Department of Motor Vehicles.

CUSTOMER SERVICE DELIVERY: CONTACT CENTER

SCDMV is focused on providing superior customer service. The Agency's products and services are not just delivered through face-to-face service channels in our field office customer service centers. Customer Service Delivery is one of four divisions located within the Headquarters of SCDMV responsible for mail-in, web services, and call center operations.

The Contact Center is the Agency's call center operation and one of five sections under the Customer Service Delivery division (**Exhibit 1**). The Contact Center serves the citizens of South Carolina by responding to customer questions and concerns pertaining to DMV policies and procedures. SCDMV offers secure and accurate, handling of information in a professional and courteous manner, for the purpose of timely deliverance of SCDMV issued credentials and placards.

The Contact Center's workforce consists of the following number of both full and part-time employees:

- 1 Deputy Director
- 6 Full Time (40 hour) Supervisors
- 4 Full Time (40 hour) Leads - Subject Matter Experts
- 38 Full Time (40 hour) Agents
- 12 Part Time (20 hour) Agents

Contact Center employees answer calls to assist vehicle owners and drivers. These employees answer questions and provide assistance in obtaining SCDMV products and services. CentreVu Call Management System (CMS) is the product used to collect all the telephone statistics for the average of 4,600 calls the Contact Center receives per day. The statistics identified as key performance indicators (KPI) are closely monitored and collected for historical comparisons.

SCDMV Contact Center has set a service level goal of responding to a minimum of 80% of the calls in queue in two minutes or less. The Contact Center defines service level as a quality measurement that tracks volume and call handling times. When the Contact Center meets its service level goals, it plays a vital role in achieving the agency's exceptional customer service vision. Our goal is to achieve consistent performance by reducing the high turnover rate (**Exhibit 2**), improving the training process and decreasing Human Resources (HR) actions. We have enjoyed some success in this regard having recently received a Commendable Service Award in December 2014. The award was presented to the Contact Center for being nationally recognized by Inside Edition (**Exhibit 3**) as one of the "Top Ten" DMV Call Centers in the United States for having little to no wait-time.

As proud as we are of this national recognition, we have set our internal standards higher. Over the past two fiscal years, service level measurements show that there has been a reduction in the quality of service provided in the Contact Center. These measurements show inconsistent service level and service level dropping below the 80% goal.

OPERATIONS: THE OFFICE OF TRAINING AND CHANGE MANAGEMENT

SCDMV has a training department dedicated to developing and delivering training curriculums. Many of these curriculums are specific to SCDMV processes, while others address more general skills. The Office of Training and Change Management provides six weeks of extensive training on customer service, driver services, and vehicle services transactions solely to field office employees. As a result of the training, field office employees are able to assist customers in shorter time frames than those without the training. The new employee training program described here was designed for onboarding field office employees and is not available

for Contact Center agents. Typically, agents receive an orientation and on-the-job training within the Contact Center.

Since 2005, the Office of Training and Change Management has dedicated a great deal of time and resources implementing several enhancements to the New Employee Training (NET) program. The length of NET increased from nine days to twelve days allowing for training on fraudulent document recognition and ensuring that adequate time was available to cover all necessary driver services and vehicle services transactions.

Additionally, mid-course tests on driver and vehicle services were incorporated to help determine each participant's retention of training information. Customer service enhancements were also incorporated and included the addition of the mock transactions module that provides new employees the opportunity to test their customer service skills in intense role play scenarios. In these mock transactions, seasoned veterans from field offices act as difficult customers in scenarios that are designed to challenge and prepare new employees for the rigors of front counter field office work. SCDMV also utilizes one hour weekly training sessions designed to focus on employee training and to address the needs and concerns of our customers.

ADMINISTRATION: HUMAN RESOURCES

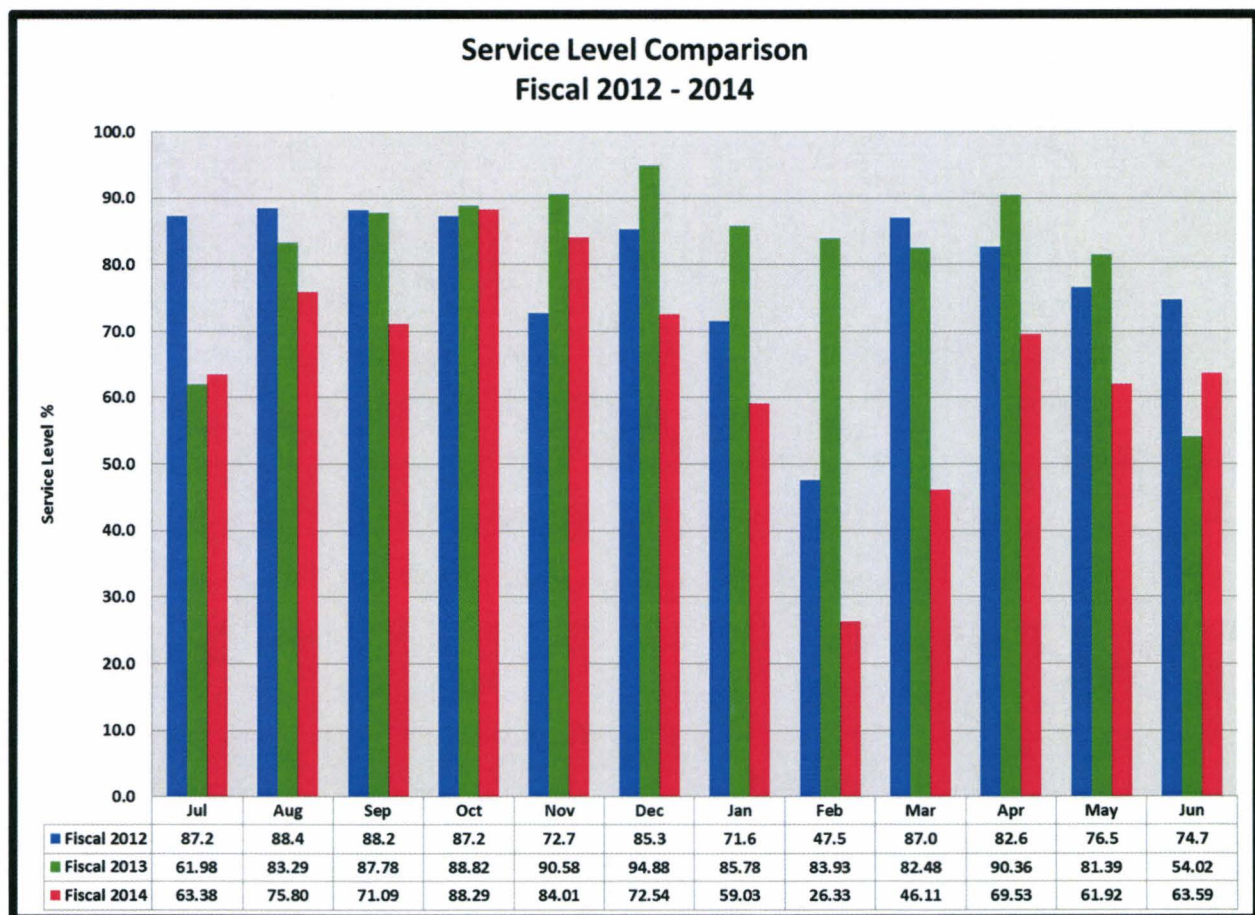
The office of HR has a vested interest in the initial and ongoing success of all employees. HR works closely with the Training and Change Management Office to deliver agency training specifically related to state and agency human resource policies and regulations. HR tracks, examines, and reports how the Agency ensures the performance, management, and development of the workforce. Evaluating these measures assists the Agency in accomplishing the overall

mission, vision, strategies, and goals of each individual area to include the success of the Contact Center.

CURRENT SITUATION

Chart number 1 shows that service level in fiscal 2014 are lower than the previous two fiscal years.

Chart Number 1



In viewing fiscal 2013, the chart indicates consistent and higher service level meeting the 80% goal in all but 2 months (July, June). These higher service levels are attributed to increased experience, knowledge, and comfort on the job.

Prior to fiscal 2012, the Contact Center had outsourced the agent positions to Motor Vehicle Solutions (MVS). MVS staffed 38 employees who worked with 12 SCDMV employees, making the total staff of 50 in the Contact Center.

One of the advantages of having this contract was MVS's ability to retain a consistent work force resulting in an experienced and knowledgeable staff. MVS provided incentives such as pay-per-skill (greater knowledge = hirer pay), performance bonuses, and flexible schedules. Another advantage to this arrangement was that SCDMV did not have to deal with any personnel issues, in that MVS was responsible for maintaining adequate staffing, handled all corrective actions, and terminations.

MVS interviewed applicants often, creating a pool of ready applicants; this ensured that vacant positions were filled quickly. These positive factors allowed the Contact Center's one dedicated trainer to have infrequent classes that were small, usually training only one or two replacements at a time. The small trainer-to-employee ratio allowed for individualized attention on specific employee needs thus building stronger foundations and additional confidence.

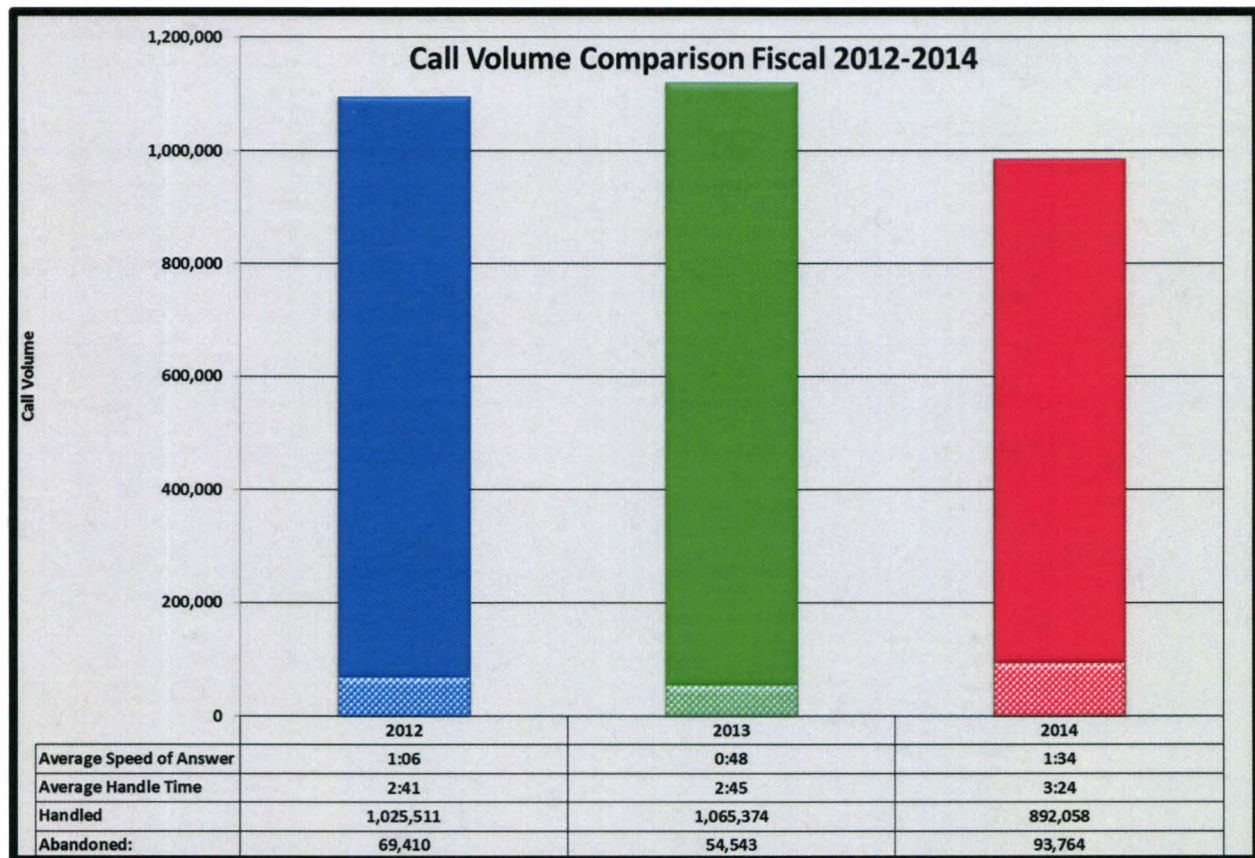
The contract with MVS was scheduled to end on May 31, 2013. Solicitation for a new contract was posted in March 2013. Unfortunately the Request for Proposal (RFP) ended May 2, 2013 with "No Award" due to excessive pricing. It was at this point that SCDMV switched directions and decided to no longer outsource the Contact Center staff. With very little time remaining until the end of the MVS contract, and with a limited budget, SCDMV posted to hire thirty full time employees. After posting, the positions and reviewing applicants this left only two weeks to train and prepare the employees.

Although MVS employees were encouraged to apply for a position, 22 experienced MVS agents declined the offer and left the Contact Center on May 31, 2013. In spite of this

disappointment, SCDMV was able to retain 16 experienced MVS employees. The remaining positions were also filled by June 2, 2013. Staffing for the Contact Center had at this point been reduced from 50 to 42 employees.

The ending of the outsource contract and the reduced staffing is one likely explanation for the notable drop in service level in fiscal year 2014 as well as the lower handled call volumes as indicated on the chart number 2.

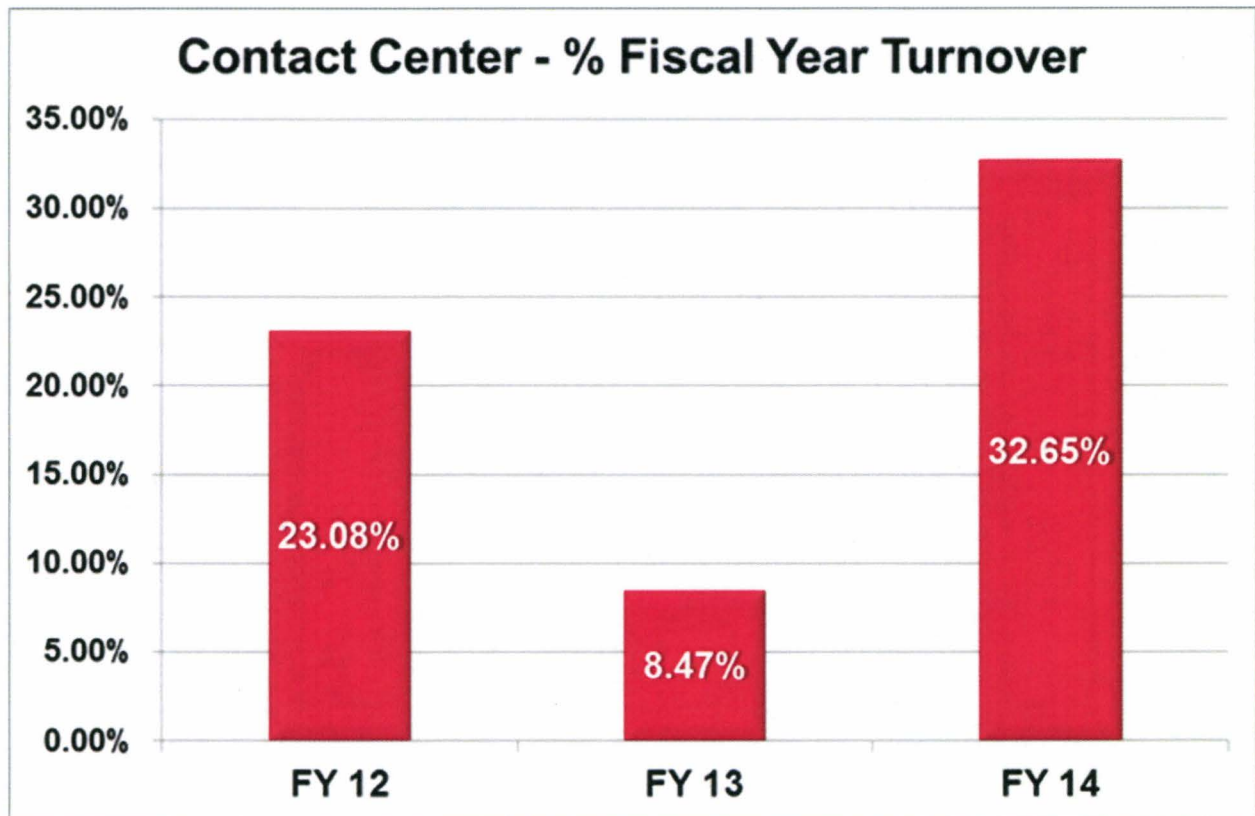
Chart Number 2



Budget constraints did not allow for hiring additional full time employees to make up the shortage at that time. As the budget allowed, part-time temporary staff was added to cover during lunch periods. By fiscal 2014, the staff had developed into its current configuration of 38 full-time employees and 12 part-time employees.

Chart number 3 below shows that the turnover rate for the Contact Center in fiscal 2014 increased significantly over the previous two fiscal years and is also one likely explanation for the notable drop in service level.

Chart Number 3



HYPOTHESIS

Service Level is one key performance indicator that is tracked to measure consistent call handling times based on established agency standards. Service level is not the complete quality picture, but when service level changes from known standards, it serves as a warning flag that requires evaluation to determine causes. Service level measurements show that there has been a reduction in the quality of service provided in the Contact Center. Recent performance measurements show inconsistent service levels dropping below the 80% goal.

We believe the factors that impact the reduction in service level are high turnover rate, training, and increased HR actions to include leave and attendance issues, corrective actions and employee complaints. Our goal is to determine why there has been a reduction in service level and propose improvement strategies that will address the causes. We believe by reducing the turnover rate, improving the training process, and decreasing HR actions, we will achieve consistent performance of an 80% service level or higher.

DATA COLLECTION and CAUSE ANALYSIS

In a meticulous effort to accurately diagnose the actual root causes for the Contact Center's service level decline, an in-depth data gathering process was developed including the use of employee surveys for candid feedback and knowledge tests to troubleshoot employee performance issues.

The assessment tools used did not completely validate the perceived causes. Although high turnover remained a valid factor, former employees did not cite increased HR actions or the need for an improved training program as one of the top reasons for departing the Contact Center. While an increase in HR actions occurred in conjunction with the decrease in service level, research data did not provide evidence of a direct correlation. However, as solutions are implemented, continued research may show HR actions decrease as service level increase. This research would point to a correlation and an exact relationship could possibly be determined. After careful analysis of exit interview surveys collected from departing Contact Center employees since April 2012, evidence of the top three reasons for leaving relate more to Rate of Pay, Advancement Opportunities, and Communication with the Agency rather than dissatisfaction of Agency Training Programs and an increase of HR actions. **(Exhibit 4)**

Additionally, existing employees' responses were measured through the development of an employee climate survey. While former employees did not confirm through their exit interviews that training was a top factor in leaving the Contact Center, 51% of current employees did express that they had not been trained successfully in all areas necessary to perform their job. Even though not having the necessary knowledge and experience to successfully do their job may not directly impact the high turnover rate, the responses do support that it contributes to the decline in service level. Also contrary to our assumptions, employees like the work environment, are comfortable with co-workers, and feel that morale is trending upward. However, data results show the employees feel the organization as a whole lacks incentives to reinforce consistent positive performance. In conjunction, an adaptation of Carl Binder's Six Boxes Model (**Exhibit 5**) corroborates the fact that both organizational and individual factors impact the Contact Center's effectiveness, service level, employee morale, satisfaction, and motivation. (**Exhibit 6**)

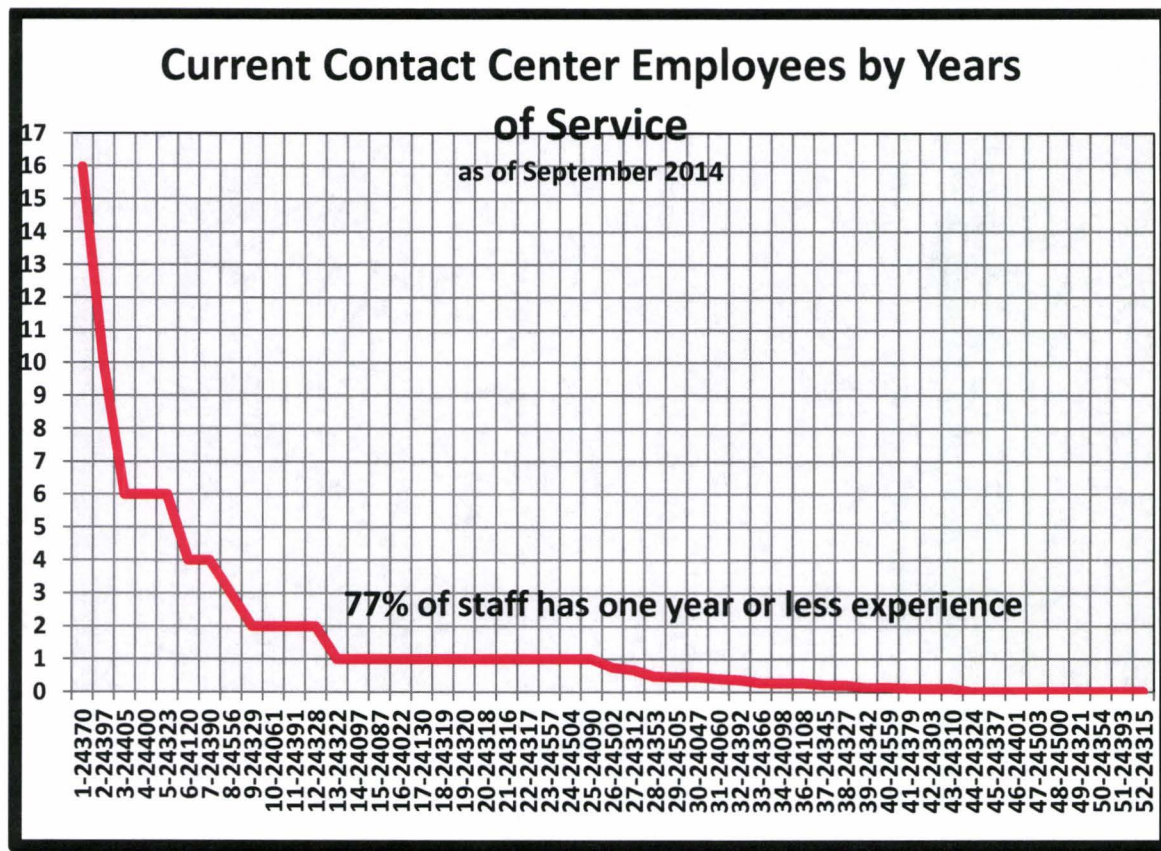
This combined research data results from both the exit interviews and employee climate surveys show that incentives such as rate of pay and advancement opportunities are the top mitigating factors causing an increase in the turnover rate from fiscal year 2012 to fiscal year 2014. This high turnover rate compromised the agency's ability to provide consistent, efficient, and quality customer service. It is therefore believed that as a result of the increase in turnover, a greater number of new hires are experiencing training that is less individualized, conducted at a faster rate, and can no longer keep pace with the high turnover rate.

This creates a vicious cycle of rushed training resulting in the employee feeling ill prepared and lacking the necessary confidence to perform job duties. The employee is unduly stressed, ending with the employee leaving the position, and completing the cycle with yet another vacant position. Addressing the dissatisfaction with training by providing access to a training program

similar to the NET would allow more than two employees to be trained at a time, at a more moderate pace.

As represented in chart number 3 below, the Contact Center as of September 2014 showed that 77% of the staff had one year or less of experience. Many of the most experienced employees were from MVS and of these 16 employees, only 9 remain.

Chart Number 3



To validate the perceived deficiency in knowledge, an initial employee knowledge test was created to establish two baseline measurements; this was done to determine if the training needs indicated in the employee climate survey matched the actual lack of knowledge. The first test administered in November 2014 established a baseline measurement of the employees' proficiency without the use of knowledge base resources. A second test administered in December served as a baseline of employees' proficiency when permitted to use knowledge base resources. Charts 4 and

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5 below show the sample group of thirty two out of a total of fifty employees tested in both November and December.

Chart Number 4 – Results from 16 driver agents responding to 50 driver Services questions.

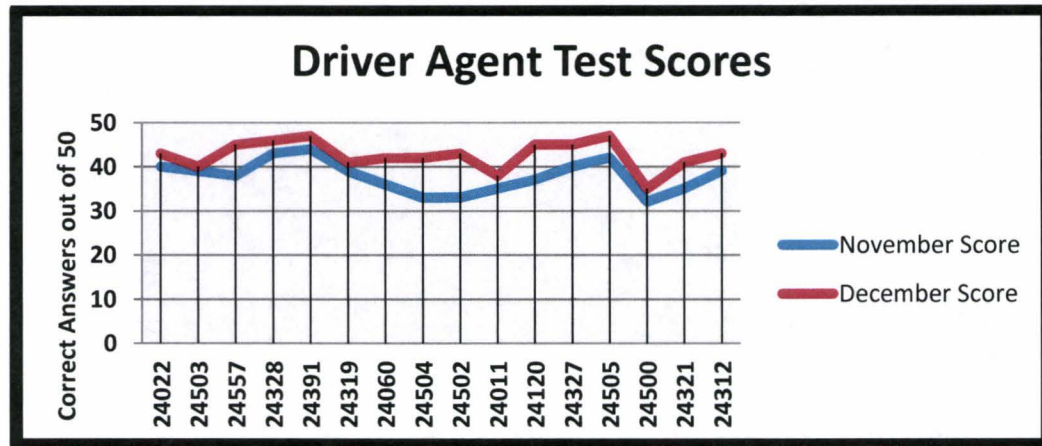
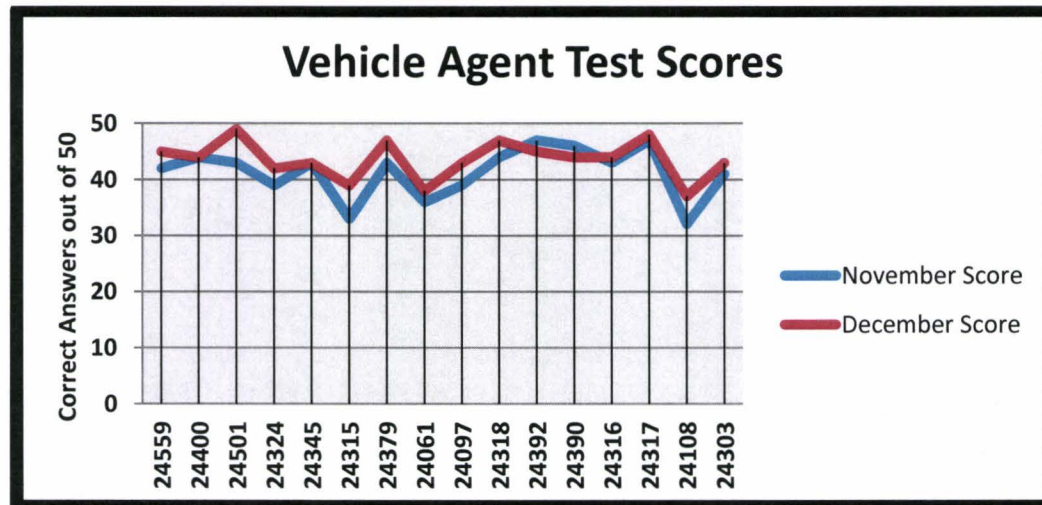


Chart Number 5 – Results from 16 Vehicle agents responding to 50 Vehicle Services questions.



The minimum SCDMV requirement is that employees must score 80% or better on all assessments. In reference to these charts, that would represent a minimum of 40 questions answered correctly. The November driver test results showed 5 agents scoring 80% or better, with December showing an improvement of fourteen agents scoring 80% or higher. Vehicle test results for November showed eleven agents scoring 80% or higher, with December showing thirteen at that level.

Agents work in an environment of constant change and they are responsible for providing services and up to date instructions relating to vast amounts of SCDMV information. For this reason, the November test results were low since agents were not allowed to answer questions using available resources. Conversely, the December test results were higher with the agents being allowed to use all resources.

SOLUTIONS

Based on an analysis of results from the exit interview surveys, existing employee climate surveys, and baseline knowledge testing, a focus on increasing and retaining the number of knowledgeable, skilled, and trained employees became a reoccurring theme throughout each assessment. Therefore, the improvement of initial and ongoing training is a primary solution within our control that will have the most direct impact on increasing the service level.

The proposed solution is to have Contact Center agents attend the 12-day training program specifically designed to prepare field office employees to conduct transactions, during their first year of employment. In order to assess further the ongoing training needs, agents will provide feedback from the training regarding what is beneficial.

Contact Center agents attending the 12 day program would have several benefits to include cross training, a greater understanding of field operations and utilization of dedicated training resources, outside of the Contact Center.

By receiving hands on experience with field office transactions, the Contact Center will gain the additional benefits of an improvement in morale, retention decrease in the turnover rate, and as a result, provide a higher quality of customer service. Over time, gathering feedback, test

scores and service level data will determine whether agents should attend the existing 12-Day class, or a modified version designed uniquely for Contact Center agents.

CONCLUSION

Two employees from the Contact Center were asked to participate in the field office training program as test subjects. They completed the training successfully and provided positive feedback indicating that further participation would be beneficial. We intend to schedule additional agents to attend and to gather their feedback. We recognize that two employees are a small sampling; however, the intention is to continue to gain more data and valuable feedback to strengthen and improve this new training approach.

Initially, we believed the factors that impacted the reduction in service level were high turnover, training, and increased HR actions. Although we did not validate increased HR actions as being a root cause, it was confirmed through feedback of current employees that reducing the turnover and implementing an improved training process will have the most direct impact on the Contact Center's ability to begin achieving a consistent performance of an 80% service level or higher. Although a small sampling of exit interviews (12) returned over two fiscal years (2012-2014) listed rate of pay as being the top factor for high turnover, we could not substantiate from current employees that rate of pay is one of the most significant factors directly impacting the reduction in service level. We do believe however, that rate of pay does have an effect on employee morale, but we have no influence to increase the pay structure within the organization at this time. Therefore, we contend that focusing on an enhanced training process will have the greatest impact on increasing and sustaining a sufficient service level goal while also addressing the dissatisfaction with advancement opportunities, low morale, and lack of incentives.

By providing a more in depth initial training process and implementing an ongoing reinforcement process, employees will receive more regular and effective feedback that will overall help to improve their job performance. Ultimately, increased knowledge and experience of the agents coupled with frequent feedback opportunities will have a direct impact on maintaining consistent service level goals while decreasing the Contact Center's turnover rate. The improved training will give the Contact Center agents more accurate and up to date information that will overall increase their confidence and ability to respond to customers in a timelier manner and thus reduce the average handle time and improve the average speed of answer. All of these factors will not only improve the service level, but will additionally provide an opportunity to create advancement options for trained employees, non-financial rewards, and recognition for longevity.

NEXT STEPS: PLAN, DO, CHECK, ACT

We are currently in Step 4 of the 7 Step Process: Solutions.

Going forward, we plan to do the following:

- Re-administer testing of current agents after improvements are made to the program.
- Continue to analyze exit interview surveys and conduct a future employee climate survey every six months to measure morale after improvements are implemented.
- Continue to use and re-administer the testing methods in order to identify if any changes or solutions being implemented have a positive and direct impact on the increase and stability of service level goals.
- Provide ongoing cross functional training to help motivate, incentivize, and enhance the knowledge, confidence, and overall morale of the Contact Center agents.
- Assist in implementing a Customer Service Delivery Leadership Program in conjunction with the improved training process in order to address the concern of lack of advancement opportunities.

It was apparent that the Contact Center needed to adapt to the changes in the work environment. This project validated this need for change through the data and feedback collected over the course of five months. By developing, testing, and implementing, the aforementioned solutions, the Contact Center will have created a criterion for comparison and can make an impact on the service level moving forward. Continuous evaluation of these approaches will help determine the best course of action and whether there will be positive effects from any changes made.

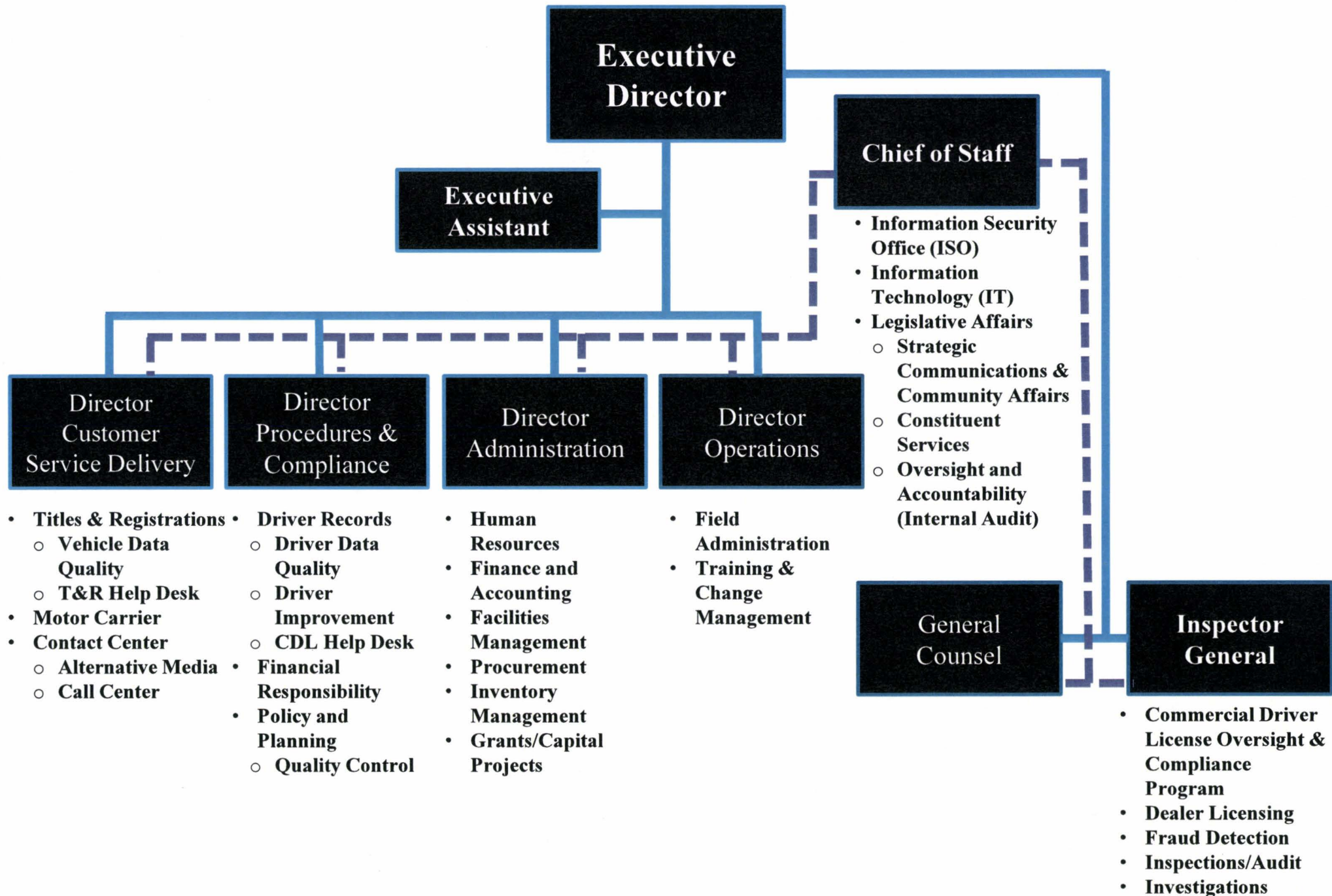
APPENDIX

- Exhibit 1 - Agency Organizational Chart
- Exhibit 2 - Contact Center Turnover Report
- Exhibit 3 - Inside Edition Investigative Report: “How to Avoid Customer Service Nightmares”
- Exhibit 4 - Exit Interview Survey Analysis and Questionnaires
- Exhibit 5 – Binder’s Six Box Model
- Exhibit 6 - Contact Center Employee Climate Survey Analysis

ADDITIONAL RESOURCES

- CPM Project Guidelines
- CPM Project Proposal
- CPM Project Proposal Presentation
- CPM Project Plan
- CPM Project Paper Outline
- Contact Center Staffing Profile
- Baseline service level data
- New Employee Training Survey (NET) for Contact Center Employees
- Baseline testing of current group before training
- Certified Public Manager Project Progress Summary
- Customer Service Delivery Leadership Program Proposal

SCDMV Organizational Structure

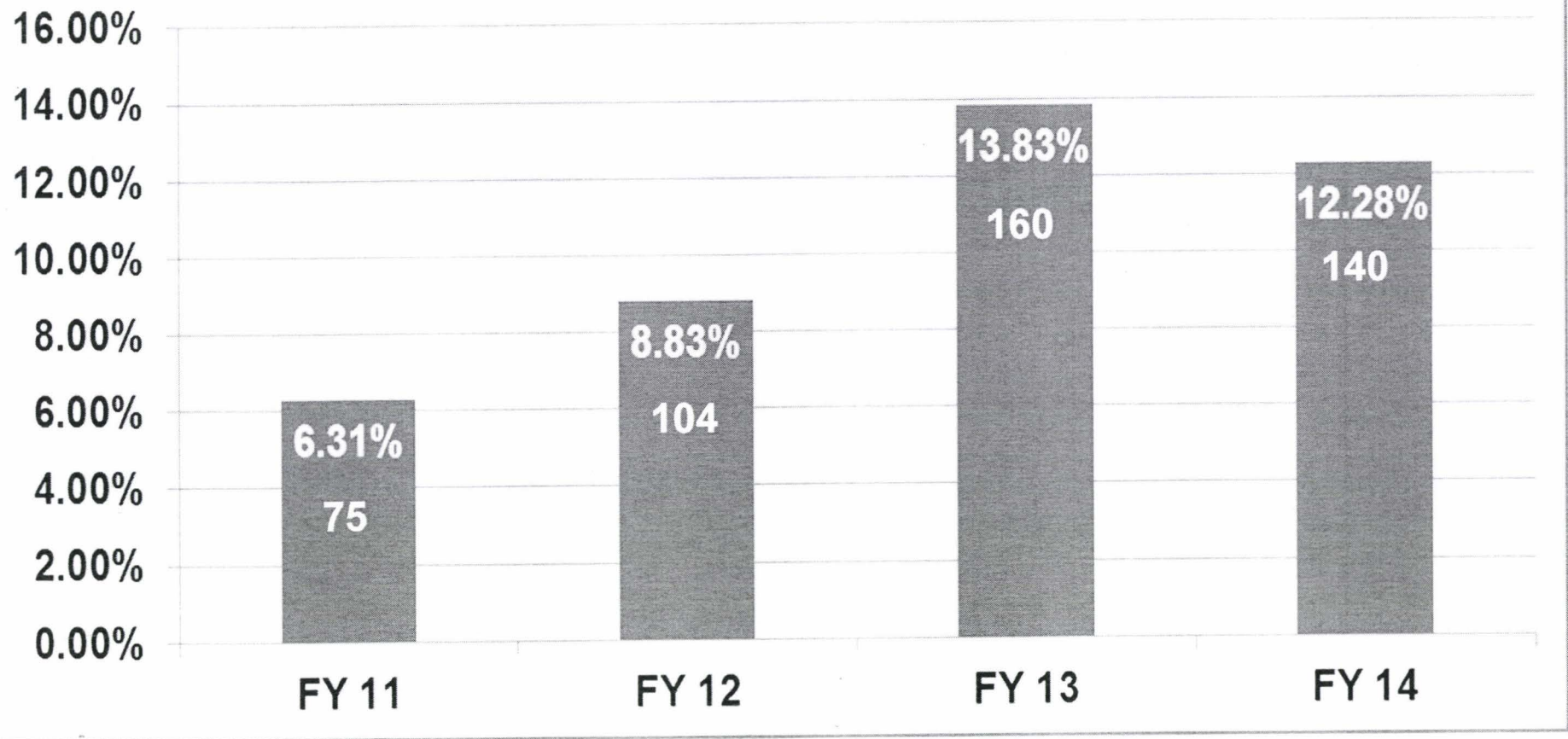




Turnover Report by Fiscal Year



Turnover Report By Fiscal Year





CORRECTIVE ACTIONS



Directorate	Type of Reprimand	2011	2012	2013	2014	Grand Total
Administration - Woodhurst	** Level I		1	1		2
	** Level II	1		3		4
	** Suspension - 3 Days			1		1
	** Termination			1		1
Administration - Woodhurst Total		1	1	6		8
Customer Service Delivery - Devlin	** Level I	3	5	5	4	17
	** Level II	4	3	4		11
	** Suspension - 3 Days	2	2			4
	** Suspension - 5 Days	1			1	2
	** Suspension - 6 Days				1	1
	** Termination	2	3	1	2	8
Customer Service Delivery - Devlin Total		12	13	10	8	43
Inspector General - McClary	** Level I			1		1
Inspector General - McClary Total				1		1
Procedures & Compliance - Phelps	** Level I			1	1	2
	** Level II			1	1	2
	** Termination			1		1
Procedures & Compliance - Phelps Total				3	2	5
Grand Total		59	109	143	35	346

Turnover By Fiscal Year - 2 Highest Job Titles

Employee Group	Org Unit Name	Position Title	FY 11	FY 12	FY 13	FY 14	FY 15	Grand Total
CLASSIFIED FTE	Alternative Media	CUSTOMER SERVICE SPECIALIST	2	2	2			6
	Contact Center - Unit 1	CUSTOMER SERVICE SPECIALIST		2	2	3		7
	Contact Center - Unit 2	CUSTOMER SERVICE SPECIALIST	2			11	1	14
	Contact Center - Unit 3	CUSTOMER SERVICE SPECIALIST				1	1	2
CLASSIFIED FTE Total			4	4	4	15	2	29
TEMPORARY	Alternative Media	CUSTOMER SERVICE SPECIALIST	1			3		4
	Contact Center - Unit 1	CUSTOMER SERVICE SPECIALIST (PERM TEMP)				1		1
	Contact Center Training	CUSTOMER SERVICE SPECIALIST (PERM TEMP)				6	1	7
TEMPORARY Total			1			10	1	12
			5	4	4	25	3	41

Turnover Summary

Employee Group	Position Title	Alternative Media	Contact Center	Contact Center - Unit 1	Contact Center - Unit 2	Contact Center - Unit 3	Contact Center Training	Grand Total
CLASSIFIED FTE	COMPLIANCE SPECIALIST		1	1				2
	CUSTOMER SERVICE SPECIALIST	6		7	14	2		29
	CUSTOMER SERVICE SUPERVISOR II			1				1
	CUSTOMER SERVICE TEAM LEAD				1			1
	SENIOR CUSTOMER SERVICE SPECIALIST			1				1
CLASSIFIED FTE Total		6	1	10	15	2		34
TEMPORARY	CUSTOMER SERVICE SPECIALIST	4						4
	CUSTOMER SERVICE SPECIALIST (PERM TEMP)			1			7	8
TEMPORARY Total		4		1			7	12
		10	1	11	15	2	7	46

These 2 job titles account for 89.13% of all turnover in Alternative Media & the Contact Center

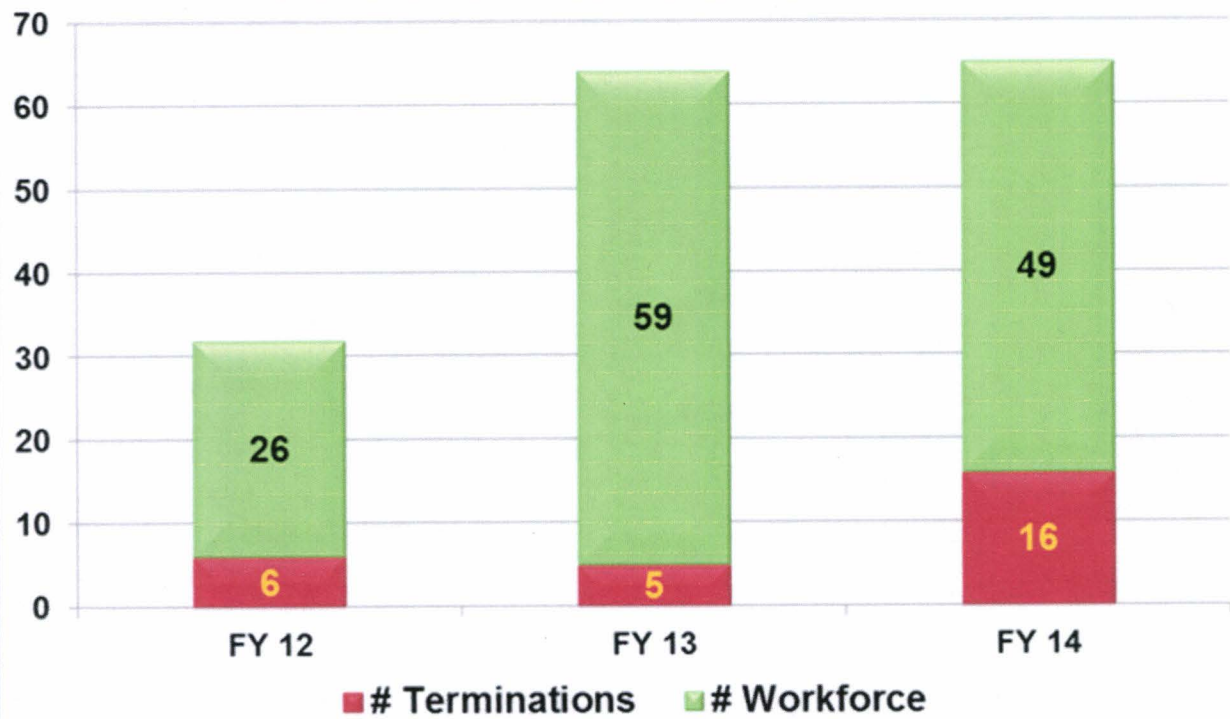
Turnover By Reason

Directorate	Employee Group	Action Reason Text	Fiscal Year	CUSTOMER SERVICE SPECIALIST	CUSTOMER SERVICE SPECIALIST (PERM TEMP)	Grand Total
Customer Service Delivery	CLASSIFIED FTE	Diff Job/Diff State Agency	FY 14	1		1
		Employed Outside State Gov	FY 14	1		1
		Job Abandonment	FY 14	3		3
		Never Returned from Leave	FY 14	1		1
		Personal	FY 14	15		15
		Personal	FY 15	1		1
		Retirement	FY 14	1		1
		SAP Agency to Non-SAP Agency	FY 14	1		1
		Violation of Agency Policy	FY 14	2		2
		Violation of Agency Policy	FY 15	1		1
	CLASSIFIED FTE Total			27		27
	TEMPORARY	Employed Outside State Gov	FY 15		1	1
		Job Abandonment	FY 14		1	1
		Personal	FY 14		5	5
		Temporary Employment Ended	FY 14	5	3	8
	TEMPORARY Total			510		15
	Grand Total				32	10

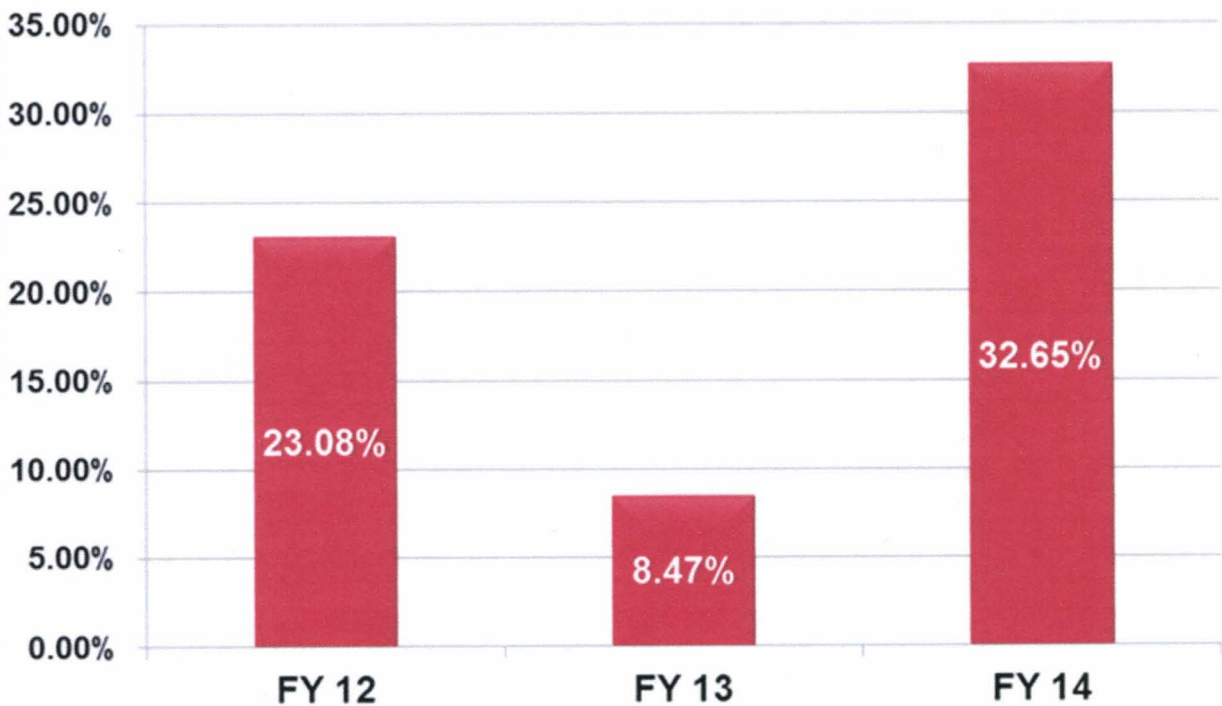
Turnover By Agency Service Profile

Directorate	Employee Group	Fiscal Year	Position Title	Less Than 1 Year	1 to 5	21 to 25	6 to 10	Grand Total
Customer Service Delivery	CLASSIFIED FTE	FY 14	CUSTOMER SERVICE SPECIALIST	18	5	1	1	25
		FY 15	CUSTOMER SERVICE SPECIALIST	2				2
	CLASSIFIED FTE Total			20	5	1	1	27
	TEMPORARY	FY 14	CUSTOMER SERVICE SPECIALIST	5				5
			CUSTOMER SERVICE SPECIALIST (PERM TEMP)	9				9
		FY 15	CUSTOMER SERVICE SPECIALIST (PERM TEMP)	1				1
	TEMPORARY Total			15				15
Grand Total				35	5	1	1	42

Contact Center - Classified FTE



Contact Center - % Fiscal Year Turnover



Org Unit Name	FY 11	FY 12	FY 13	FY 14
Alternative Media	3	2	2	3
Contact Center		1		
Contact Center - Unit 1		2	3	4
Contact Center - Unit 2	2	1		10
Contact Center - Unit 3				1
Contact Center Training				4
Grand Total	5	6	5	22

	FY 14		FY 14 Total
Org Unit Name	FT	PT	
Alternative Media		3	3
Contact Center - Unit 1	3	1	4
Contact Center - Unit 2	10		10
Contact Center - Unit 3	1		1
Contact Center Training		4	4
Grand Total	14	8	22

		FY 14		FY 14 Total
		FT	PT	
Org Unit Name	Action Reason Text	CLASS FTE	TEMP	
Alternative Media	Temporary Employment Ended		3	3
Alternative Media Total			3	3
Contact Center - Unit 1	Personal	2	1	3
	Violation of Agency Policy	1		1
Contact Center - Unit 1 Total		3	1	4
Contact Center - Unit 2	Job Abandonment	2		2
	Personal	7		7
	SAP Agency to Non-SAP Agency	1		1
Contact Center - Unit 2 Total		10		10
Contact Center - Unit 3	Never Returned from Leave	1		1
Contact Center - Unit 3 Total		1		1
Contact Center Training	Job Abandonment		1	1
	Personal		3	3
Contact Center Training Total			4	4
Grand Total		14	8	22

						FY 14		FY 14 Total
Org Unit Name	Action Reason Text	Name (Sortable)	Agency Hire Date	Term Date	Years Service	0.0 to 0.99	1 to 5	
Contact Center - Unit 2	Job Abandonment	HANCOCK, KYNDAL	6/3/2013	8/5/2013	0.17	1		1
		MULDROW, JUANITA	12/19/2013	1/9/2014	0.06	1		1
	Job Abandonment Total					2		2
	Personal	FRANKLIN, TANESHIA	6/3/2013	11/20/2013	0.47	1		1
		ROBINSON, APRIL	6/3/2013	10/1/2013	0.33	1		1
		GAMBLE SMALLS, ELIZABETH	6/17/2013	12/18/2013	0.50	1		1
		STANLEY, LAQUITA	6/17/2013	9/3/2013	0.21	1		1
		SANTIAGO, RAHMIRA	2/3/2014	2/4/2014	0.00	1		1
		WILSON III, JOHN	2/18/2014	5/21/2014	0.25	1		1
		HILTON II, JOSEPH	5/2/2008	7/5/2013	5.18		1	1
	Personal Total					6	1	7
	SAP Agency to Non-SAP Agency	ALSTON, TONYA	7/2/2013	5/16/2014	0.87	1		1
SAP Agency to Non-SAP Agency Total					1		1	
Contact Center - Unit 2 Total						9	1	10

Agency FY 14 - Turnover Analysis

Turnover Rank	Org Unit Name	# EE's	FY 14 # Turnover	FY 14 % Turnover
1	CDL Help Desk	7	7	100.00%
2	Contact Center - Unit 2	13	10	77.15%
3	Fountain Inn	13	9	68.12%
4	Pickens	13	8	60.55%
5	Winnsboro	4	2	52.53%
6	Employee Relations	2	1	50.00%
6	Hampton/Allendale	4	2	50.00%
6	Inventory Management	2	1	50.00%
6	Technology & Product Development Admin	2	1	50.00%
10	Charleston (10)	31	14	45.13%
11	Customer Service Delivery	4	2	45.02%
12	Shop Road	30	13	43.96%
13	Driver Records	7	3	42.86%
13	Orangeburg/St Matthews	14	6	42.86%
15	Blythewood	9	4	42.49%
16	Contact Center Training	10	4	40.79%
17	Greenville (23)	29	12	40.75%
18	Mail Services	5	2	40.31%
19	General Counsel	5	2	40.00%
20	North Augusta	13	5	37.85%
21	Classification and Compensation/Payroll	3	1	36.75%
22	Georgetown	11	4	36.36%
23	Charleston (93)	9	3	34.06%
24	MCS Administration	3	1	33.77%
25	Bluffton	15	5	33.77%
26	Marion	6	2	33.33%
27	Sumter	16	5	32.02%
28	Title & Registration/Mail In Registratio	17	5	30.23%
29	Aiken	14	4	28.97%
29	Beaufort	14	4	28.97%
31	Moncks Corner	14	4	28.63%
32	Conway	14	4	28.57%
33	Rock Hill	22	6	27.76%
34	Contact Center - Unit 1	14	4	27.70%
35	Alternative Media	11	3	26.78%
36	Charleston (65)	12	3	25.41%
37	McCormick	4	1	25.24%
38	Constituent Services	4	1	25.00%
38	Employment and Recruitment	4	1	25.00%
38	Field Region One	4	1	25.00%
38	Gaffney	12	3	25.00%
38	MCS/IFTA	8	2	25.00%
43	Spartanburg (42)	17	4	23.91%
44	Spartanburg (87)	17	4	23.87%
45	Laurens	8	2	23.80%

Agency FY 14 - Turnover Analysis

Turnover Rank	Org Unit Name	# EE's	FY 14 # Turnover	FY 14 % Turnover
46	Greer	24	5	21.25%
47	Darlington	10	2	20.00%
48	Compliance & Oversight	11	2	18.31%
49	Title & Registration Help Desk	11	2	18.18%
50	Ladson	28	5	17.88%
51	Driver Improvement Medical	6	1	17.48%
52	Dealer Licensing Investigations	6	1	16.67%
52	Research and Correspondence	6	1	16.67%
54	Charleston (60)	12	2	16.38%
55	Lancaster	13	2	15.87%
56	Florence	19	3	15.60%
57	Title and Registration/Research	13	2	15.38%
58	Greenville (63)	21	3	14.41%
59	Kingstree	7	1	14.29%
60	O'Neil Court	21	3	14.00%
61	Myrtle Beach	24	3	12.59%
62	Chester	8	1	12.50%
62	Ticket Unit	16	2	12.50%
62	Walterboro	8	1	12.50%
65	Accident Suspensions	9	1	11.11%
65	MCS/IRP Audit	9	1	11.11%
67	Camden	9	1	10.69%
68	Lexington	20	2	10.03%
69	Greenwood	11	1	9.09%
70	Facilities Management	12	1	8.33%
70	Information Management	12	1	8.33%
72	System Shared Services	26	2	7.76%
73	Suspensions	13	1	7.69%
74	Inspector General	14	1	7.16%
75	Contact Center - Unit 3	14	1	7.14%
76	Seneca	15	1	6.67%
77	Anderson	16	1	6.07%
78	Irmo Ballentine	17	1	5.83%
79	Fort Mill	18	1	5.45%
80	Abbeville	4		0.00%
80	Accident Data Entry/FR-10	15		0.00%
80	Application Shared Services	16		0.00%
80	Bamberg	5		0.00%
80	Batesburg	5		0.00%
80	Belton	6		0.00%
80	Bennettsville	5		0.00%
80	Bishopville	4		0.00%
80	Chesterfield	7		0.00%
80	Chief of Staff	2		0.00%
80	Compliance/Court Order	8		0.00%

Agency FY 14 - Turnover Analysis

Turnover Rank	Org Unit Name	# EE's	FY 14 # Turnover	FY 14 % Turnover
80	Configuration Control	5		0.00%
80	Contact Center	2		0.00%
80	Dealer Licensing	2		0.00%
80	Dealer Licensing Audit	10		0.00%
80	Edgefield	4		0.00%
80	Field Region Two	4		0.00%
80	Finance	1		0.00%
80	Human Resources	1		0.00%
80	Imaging	8		0.00%
80	Inspector General/Inspections	2		0.00%
80	International Affairs	5		0.00%
80	IT Help Desk	5		0.00%
80	Lake City	7		0.00%
80	Manning	5		0.00%
80	MCS/IRP-IFTA	8		0.00%
80	North Myrtle Beach	9		0.00%
80	Procedures and Compliance	6		0.00%
80	Records/Data Quality	8		0.00%
80	Revenue Accounting	9		0.00%
80	Ridgeland	5		0.00%
80	St George	6		0.00%
80	Title & Registration/Mail In Titles	8		0.00%
80	Union	5		0.00%
80	Warehouse Services	8		0.00%
80	Warehouse-Supply	2		0.00%
80	Woodruff	4		0.00%

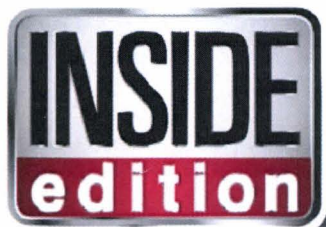
SCDMV - AGENCY PERSONNEL ACTIVITY - FY 2014

			FY 14												FY 14 Total	
Mini Code Description	Employee Group	Action Reason Text	FM 01 Jul	FM 02 Aug	FM 03 Sept	FM 04 Oct	FM 05 Nov	FM 06 Dec	FM 07 Jan	FM 08 Feb	FM 09 Mar	FM 10 Apr	FM 11 May	FM 12 Jun		
Customer Service Delivery - Devlin	CLASSIFIED FTE	New Hire(Original Appointment)	4		6	7			1	3	1	1			23	
		Temporary to FTE Position	1	2	2	2		2	1			3	2		15	
		Return-Different Agency						1							1	
		Return-Same Agency	1								1		1		3	
		Performance Review								82					82	
		Reassignment	2	13	1	2	2			1			4	7		32
		Disciplinary - Conduct										1	1			2
		Return- Suspension										1	1			2
		Enterprise Structure Change	1													1
		FTE Promotion					3									3
		Special Salary Adjustment												74		74
		Add Job Duty/Resp		1											2	3
		Temporary Salary Adjustment						1								1
		General Increase	2					1		2		1		1	146	153
	CLASSIFIED FTE Total		11	16	9	11	7	3	4	86	5	10	85	148	395	
	TEMPORARY	New Hire(Original Appointment)			3	4				2	1		2	3		15
		Return-Different Agency			1											1
		Return-Same Agency							2	1	1	1		1		6
		Reassignment								1						1
		Enterprise Structure Change								2						2
		Decrease in Work Hours										2				2
		FTE to Temporary Position										1				1
	TEMPORARY Total				4	4			4	5	2	5	3	1	28	
	UNCLASSIFIED FTE	Performance Review								1					1	
	UNCLASSIFIED FTE Total									1					1	
Customer Service Delivery - Devlin Total			11	16	13	15	7	3	8	92	7	15	88	149	424	

			FY 14												FY 14 Total
Directorate	Employee Group	Action Reason Text	FM 01 Jul	FM 02 Aug	FM 03 Sept	FM 04 Oct	FM 05 Nov	FM 06 Dec	FM 07 Jan	FM 08 Feb	FM 09 Mar	FM 10 Apr	FM 11 May	FM 12 Jun	
Customer Service Delivery - Devlin	CLASSIFIED FTE	Diff Job/Diff State Agency		1											1
		Employed Outside State Gov							1						1
		Job Abandonment		1						1					2
		Never Returned from Leave									1				1
		Personal	1	2	1	3	2	1		2		1	2	2	17
		Retirement			1										1
		SAP Agency to Non-SAP Agency											1		1
		Violation of Agency Policy			1							1			2
	CLASSIFIED FTE Total		1	4	3	3	2	1	2	3	1	1	3	2	26
	TEMPORARY	Job Abandonment								1					1
		Personal	1			1						1		2	5
		Temporary Employment Ended						2	1	1	2		1	2	9
	TEMPORARY Total		1			1		2	2	1	3		3	2	15
		Retirement													
	UNCLASSIFIED FTE Total												1		1
Customer Service Delivery - Devlin Total			2	4	3	4	2	3	4	4	4	1	7	4	42

						FY 14		FY 14 Total
Org Unit Name	Action Reason Text	Name (Sortable)	Agency Hire Date	Term Date	Years Service	0.0 to 0.99	1 to 5	
Contact Center - Unit 2	Job Abandonment	HANCOCK, KYNDAL	6/3/2013	8/5/2013	0.17	1		1
		MULDROW, JUANITA	12/19/2013	1/9/2014	0.06	1		1
	Job Abandonment Total					2		2
	Personal	FRANKLIN, TANESHIA	6/3/2013	11/20/2013	0.47	1		1
		ROBINSON, APRIL	6/3/2013	10/1/2013	0.33	1		1
		GAMBLE SMALLS, ELIZABETH	6/17/2013	12/18/2013	0.50	1		1
		STANLEY, LAQUITA	6/17/2013	9/3/2013	0.21	1		1
		SANTIAGO, RAHMIRA	2/3/2014	2/4/2014	0.00	1		1
		WILSON III, JOHN	2/18/2014	5/21/2014	0.25	1		1
		HILTON II, JOSEPH	5/2/2008	7/5/2013	5.18		1	1
	Personal Total					6	1	7
SAP Agency to Non-SAP Agency	ALSTON, TONYA	7/2/2013	5/16/2014	0.87	1		1	
SAP Agency to Non-SAP Agency Total					1		1	
Contact Center - Unit 2 Total						9	1	10

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INVESTIGATIVE



How To Avoid Customer Service Nightmares

Airdate: 11/24/2014

They are mad as hell and they're not going to take it anymore. People from all over the country are venting their frustration with [customer](#) service.

"I would have kept holding, but they hung up on me," posted one angry customer of the U.S. Postal Service.

Another person screams at another company's agent, "I've been on the [phone](#) for three hours. None of you know what the (expletive) I'm talking about!"

The agent responded, "I'm sorry about that, sir."

"What the (expletive) is going on?" replied the angry customer.

Inside Edition found example after example posted [online](#) of people freaking out. One guy blew his stack because he got a cheeseburger instead of a hamburger, saying, "Is there cheese in hamburger? There is no cheese in hamburger."

Another frustrated customer also went ballistic over his order, screaming, "I want a cheeseburger."

Perhaps the biggest [customer service](#) gripe many have is with the Department of Motor Vehicles, where sometimes long lines start before the offices even open. Pick almost any state and you'll find complaints.

In California, one guy tries to lighten the mood with a little dance. But there is no hiding the frustration many people feel. A customer at one DMV was overheard yelling at a clerk, "Oh, you are threatening me now and you shove this like you want to shove this down my throat."

If you think calling the DMV might save you time, think again. INSIDE EDITION's I-Squad called customer service hotlines in every state to see how long it would take to get someone on the phone.

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INSIDE HOLLYWOOD



Grumpy Cat Gets Movie Deal

The internet's favorite feline, Grumpy Cat, stopped by INSIDE EDITION to promote her new Lifetime holiday movie.

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IN THE NEWS



Narcoleptic Student Gets Guardian Angel

A young woman is living with narcolepsy that is so severe, she falls asleep in the middle of just about anything.

[More >](#)

The worst was Massachusetts, where we were kept on hold for nearly two hours.

Adam Goldkamp of gethuman.com is an expert at dealing with customer service. Inside Edition's Lisa Guerrero and Goldkamp called a few customer service hotlines. In one call, a recorded operator voice says, "hold time is greater than one hour."

A surprised Guerrero tells Goldkamp, "One hour, do you know all the things I could do in one hour?"

Facebook doesn't seem to be much [better](#). We tried to get a human being on the phone but their customer service said, "Unfortunately, we do not offer phone support at this time."

Guerrero's reaction was, "What?! So, I can't talk to a person."

What about the post office?

On this day, Guerrero got the complete runaround when she wanted to get someone on the phone. No matter what she did, it didn't work

She could be heard yelling at the automated operator, "'Help! Operator!."

One guy, Jeff Pearson, a game store owner in Lafayette, La. also had a beef with the post office. He posted his frustrating experience online where you could hear him saying "I would have kept holding, but they hung up on me!"

Pearson says he was just trying to track a missing package.

Guerrero asked him, "You were on hold for three hours?"

He responded, "Over three hours, three hours and ten minutes."

Guerrero then asked, "And you're just trying to track a package?"

He said, "That's all I'm trying to do is find out, what is going on with the package?"

Fortunately, there are tips to deal with customer service Hell.

First Adam Goldkamp says don't rely on pressing "0" over and over. It used to be effective, but it doesn't work much anymore. "Companies are getting better at figuring that out."

Also, avoid calling during [busy](#) hours like lunch time or on Monday mornings.

Use social media to complain. Many companies monitor what's posted online.

And believe it or not, Goldkamp says get mad at the recording. It's true. Some automated system recognizes the anger in your voice.

"If you are angry and elevate your voice and possibly yell into the phone, you get pushed to the front," he said.

Guerrero asked, "So you are telling me that I better get on the phone and start yelling "I want a representative!!"

"Definitely," he replied.

One last tip, be nice to the customer service agent once you get a real person on the phone.

Goldkamp said, "I tell people, just be nice to them and then the person is more likely to help you out faster."

Inside Edition researchers called each state's DMV customer service telephone number five times and recorded the wait times.

THE 10 WORST – These states had the longest singe-call wait times

Massachusetts	1 hour 55 minutes
California	1 hour 15 minutes
Tennessee	31 minutes
Missouri	33 minutes
Ohio	28 minutes
Florida	18 minutes
New York:	22 minutes
Virginia	19 minutes
Colorado	28 minutes
North Dakota	16 minutes

THE BEST – For these states, the calls were answered with no, or very short wait times

Arkansas
Delaware
Maine
Maryland

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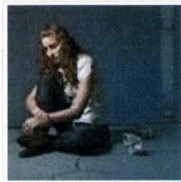
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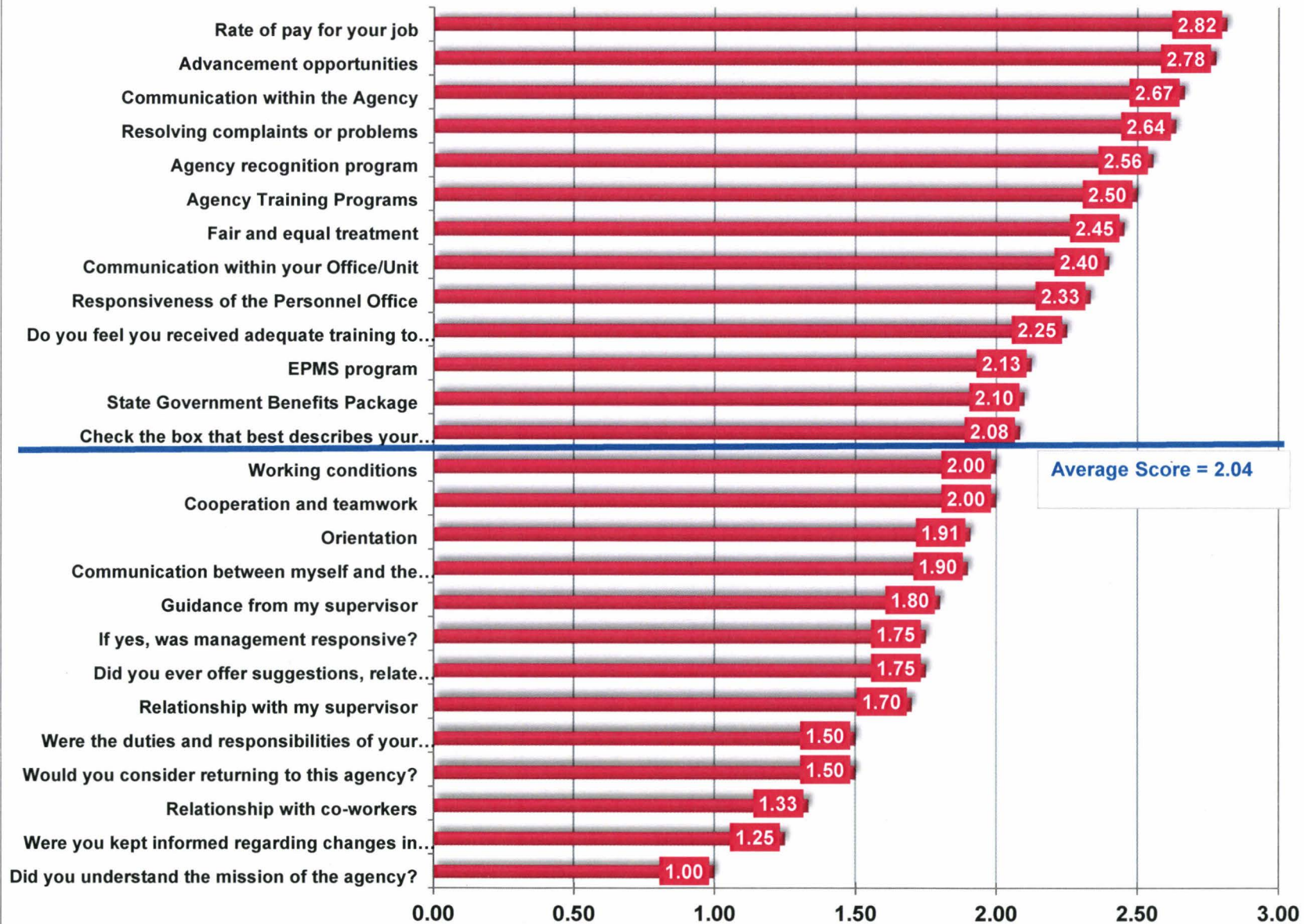
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Description	Score
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Fair	3.00 - 3.99
Good	1.01 - 2.99
Excellent	1.00

CONTACT CENTER EXIT INTERVIEW QUESTIONNAIRE SUMMARY



Questions

Did you understand the mission of the agency?

Were you kept informed regarding changes in policies, procedures, and practices of the agency?

Relationship with co-workers

Would you consider returning to this agency?

Were the duties and responsibilities of your position clearly explained to you?

Relationship with my supervisor

Did you ever offer suggestions, relate problems, seek advice or request information from management?

If yes, was management responsive?

Guidance from my supervisor

Communication between myself and the supervisor

Orientation

Cooperation and teamwork

Working conditions

Check the box that best describes your workload.

State Government Benefits Package

EPMS program

Do you feel you received adequate training to perform your job responsibilities?

Responsiveness of the Personnel Office

Communication within your Office/Unit

Fair and equal treatment

Agency Training Programs

Agency recognition program

Resolving complaints or problems

Communication within the Agency

Advancement opportunities

Rate of pay for your job

Average Overall Score

Average Score	Employee 1	Employee 2	Employee 3	Employee 4	Employee 5	Employee 6	Employee 7	Employee 8	Employee 9	Employee 10	Employee 11	Employee 12
1.00	1	1	1	1	1	1	1	1	1	1	1	1
1.25	1	1	1	1	1	1	1	1	4	1	1	1
1.33	2	1	1	2	2	1	1	2	1	1	1	1
1.50	1	4	1	1	1	1	1	1	4	1	1	1
1.50	1	4	1	1	1	1	1	1	4	1	1	1
1.70	1			2	1	2	1	2	3	1	1	3
1.75	1	1	1	1	1	1	1	1	4	4	4	1
1.75	1	1	4	1	1	1	1	1	4	1	1	4
1.80	1			2	1	2	1	2	3	1	1	4
1.90	1			3	1	2	1	2	3	1	1	4
1.91	1	2		2	2	2	1	2	3	2	1	3
2.00	2		2	3	2	1	1	2	4	1	1	3
2.00	3		4	2	1	1	1	2	4	1	1	2
2.08	2	2	4	2	2	1	1	1	4	1	1	4
2.10	2	2		2	2		1	2	4	1	2	3
2.13		2	4	2			1	2		2	1	3
2.25	1	4	4	4	1	1	1	1	4	1	1	4
2.33	1	3	4	3	1	3	1	2	4	2	1	3
2.40	2			3	2	2	1	2	4	3	1	4
2.45	2		4	3	3	2	1	2	4	2	1	3
2.50				4	3		2	2	3	2	1	3
2.56			4	4	1		1	2	4	3	1	3
2.64	2		4	3	4	1	1	2	4	3	1	4
2.67	2	2	4	3	4	2	1	2	4	3	1	4
2.78	2		4	4	4		2	2	4	2	1	
2.82	2	2	4	4	4	2	2	2	4	2	3	
2.04	1.52	2.13	2.95	2.42	1.88	1.48	1.12	1.69	3.56	1.69	1.23	2.79

Please indicate your reason for leaving

Employee 1 - Husband lost his job - Needed to be closer to home

Employee 2 - Termination

Employee 3 - Retirement

Employee 4 - Found new job

Employee 5 - Health reasons

Employee 6 - Not suitable for call center work

Employee 7 - Job Ended

Employee 8 - Job Offer

Employee 9 - The Department is unstable/Melissa Cisson

Employee 10 - Medical Reasons/Relocated

Do you have suggestions for improving the above?

Employee 3 - Need to increase employee pay

Employee 4 - Training needs to be updated and more specific since almost every call is different, explanation of appendices and other references would be helpful.

money is a colossal motivator, I feel that stage in the department can serve the purpose well. For example, when I was initially hired into my department, certain duties were passed to the new employees that were considered menial. This was perfectly fine with me since I am accustomed to the practice for years of being employed in various settings. What concerned me, however, is when the time came to pass the torch (so to speak) it circumvented certain employees. Also, when it came to being taught new responsibilities in the department, newer employees were given the opportunity before their predecessors. Therefore, my suggestion would be to at least offer the opportunity to individuals based on their arrival in the department. Experience has dictated this gives one a sense of seniority/advancement in the department in lieu of capital.

Employee 9 - The Contact Center would run much better if they had someone who has had years of experience to run it.

Employee 12 - Need to be able to execute minor tasks in phoenix

What did you like about your job and the Agency?

Employee 1 - Good training, Fair Supervision

Employee 2 - Helping people

Employee 3 - I liked my co-workers and the work that I did

Employee 4 - Helping people and my work being acknowledged by callers.

Employee 5 - The working environment in Alternative Media is exceptionally favorable to successful accomplishment of their duties in a timely manner. I exspecially liked the camaraderie of my workfellows and the fact that everyone was willing to help out when things got a bit less manageable. I also enjoyed the guidance and thorough explanations from my superiors and coworkers when I asked about anything concerning DMV issues. Their thorough knowledge of policy and procedure was comparable to fresh air. the agency as a whole stood as a model of excellence and perfection for me.

Employee 6 - The work hours (10AM - 2 PM)

Employee 7 - Freedom to do my job without being micro-managed by my supervisor.

Employee 8 - All of the above

Employee 9 - The hours and holidays

Employee 10 - Helping customers. I loved my co-workers

Employee 12 - Co-workers

What did you dislike about your job and the Agency

Employee 1 - Breaks being cancelled

Employee 2 - Lack Communication

Employee 3 - Did not like the fact that the Agency never gave pay increases for the amount of work

Employee 4 - Disgruntled callers, foul language, and unsupportive supervisor, un-acknowledged work by management.

that much incoming mail arrived in alternative media that did not have its place in the department.

When an attempt to rectify the problem in favor of the customer was initiated, I found more road blocks than solutions. Many of the items I received via the postal service are time sensitive. In fact, one department even charged customers additional fees if the customer wanted expedited service. This could hardly be accomplished if the article arrives in the wrong place repeatedly because of an address on a required form hasn't been corrected in years. To add to the hindrance, the article isn't presented to the correct department until days later in some instances.

Employee 6 - Call center work is no longer appealing to me.

Employee 9 - Melissa Cisson and her practices

Employee 10 - The communication needs to be improved between superiors and agents

Employee 12 - Refusal to change status quo. All suggestions submitted fell on deaf ears.

Please share any additional comments or suggestions.

Employee 3 - DMV Agency would be a better Agency if they considered the working performance of their employees. Allow money in the Budget for such raises.

Employee 7 - Great group of individuals to work with.

Employee 10 - Needs more help!!

understanding that I am institutionally blocked from performing prompt and accurate customer service. With a primary skill set under the Vehicle depart I am primarily faced with callers and dealers seeking information reference titling and registration paperwork that, more often than not, cannot be tracked within the Phoenix system because the Titles Department does not have a transparent tracking system which allows those of us fielding the questions a current status. The first opportunity we have of seeing any type of action on a particular transaction is either when the title is issued or when the title is placed in suspense. When a customer or dealer requests to speak with anyone in the titles department we can only instruct them that no one from that department speaks directly customers. The Titles section is not the only section that this applies to. We run into the same situation with all other departments. The call center phone number is the only one the customers have yet we are the one department with no ability to process any type of transaction. The actionable departments have no interaction with customers and therefore do not have ability to provide fluid customer service through immediate interaction. The reality is that when a customer calls with inquiries about a pending transaction we have been instructed to inform the customers to "allow more time". We are provided with basic timetables that certain transactions should take but seldom run across transactions that actually are completed in the timelines provided by the departments executing the transactions. We are instructed to create tickets within the Phoenix for the supposed purpose of seeking information and requesting actions from other departments that for the most part either go without action or are returned with requests for further information. One specific example is that, in the short time I have been employed here, I have personally created seventy two (72) tickets just for Revocations or Corrections to titles issued that have been issued incorrect due to what I can only assume is a lack of simple focus. In each and every incident I have been able to go into the documents provided by the customer and have seen that the information provided was correct and that the individuals processing the transaction simply executed incorrectly. Another example of poor performance is when we were told (either late May or June) that two months' worth of tickets were being thrown away because they had well over 2000 pending tickets. We were told that since there were so many open tickets it would be impossible to get to them all. A decision was made to disregard them which caused a ripple effect for customers thinking that their issues were being worked on when in reality they were not. Instead of working through the issue and dealing with the backlog all issues were deemed not worthy of taking up the time of the departments enough. When such things happen we are instructed to inform the customer that the issue will get fixed but are not allowed to inform the customer that we are the ones who have made the mistake or that the DMV was in anyway at fault. The other thing I have come to realize in my short time here is that while we are not the ones executing the transactions, we are the only ones who are held accountable to the public. During our Wednesday training sessions we always have about 20 – 30 minutes of how we are doing things wrong. We are consistently reminded of the things we should not be doing. While I am not privy to other department actions with regards to supposed poor execution, I do know that there is no place in the work force for a weekly thirty minute speech and how we are not doing our job correctly. I truly wish I would be able to remain a member of the team, but the unwillingness of the institutional leadership to change and at least try to get better is crushing to morale of not just myself but also my fellow coworkers. I simply have the luxury of a military retirement to walk away.

DMV. I was very thankful for my job and turning in my resignation was the last thing I wanted to do. I would have preferred to stay within the State but my position with the Contact Center became completely unbearable and extremely stressful. MV Solutions did an outstanding job managing the Call Center. There are numerous reasons I turned my resignation in: 1. Breaks...WE HAD NONE...our lunches change every week which is 11-12 12-1 1-2 2-3...therefore when you start your day at 8:30 and your lunch is not until 2 that has you sitting there all day with no break. To sit at your desk and take call after call is very stressful. To just get up and walk away from your desk for at least 10 mins means the world to a customer service representative dealing with angry customers. 2. When you are on a call more than 3 mins at some point a lead supervisor will come up to your desk and ask that you get off the phone because you have been on the call too long. Elderly people need more time for things to be explained and to tell a customer service representative to get off the call is really unacceptable...its like telling them to stop doing your job. 3. There are 3 different depts. ...FR..Vehicle and Driver.. when one dept is overwhelmed with calls they will put you in that dept without any knowledge of that dept .. which I have seen a lot of reps so upset for them doing this..they cry. It also has incorrect information being provided to a customer...this being no fault of the reps because they were forced to take the call. This has the customer calling back a second time angry and even calling back a third time to confirm the information or askign for a sup because they were provided with incorrect information. 4. Absolutely no confidentiality...which this breaks a major policy to me. Example: An employee had aplied for a position (rep A) as well as another rep. (repB) Rep A was advised she had gotten the position by 2 sups but gave the position to Rep B..when rep A advised she was going to HR to report this..Rep A was terminated within a week. Rep A was also asked by her supervisor on another occasion to let her borrow \$200.00 and she did..how do I know this?..I heard the conversation. She was treated unfairly in so many ways. This is just one example. I feel a full investigation needs to be conducted on the whole Call Center because with all the issues. It definitely gives the State a very bad name. All the Supervisors and Melissa need to be fully trained n how to deal with employees and customers. When I first started working there I absolutely loved it but the pwople in charge make you feel very unappreciated for your hard work and it came to a point of I actually hated to come into work. I have

May 6, 2014

Melissa Cisson, Director of Operation
Department of Motor Vehicles
10311 Wilson Boulevard
Columbia, South Carolina

Dear Ms. Cisson:

I am writing to notify you that I am resigning from my position as Administrative Representative II with the Department of Motor Vehicles. Please accept this letter as my formal notice of resignation. My last day of employment will be May 21, 2014. I regret any inconvenience that this will cause, and will do my best to have my current projects finished before my last day.

I appreciate the opportunities I have been given during my time with the Department of Motor Vehicles, as well as your professional guidance and support. However, my career has taken a different direction and I feel it is time to move onto new opportunities and challenges.

I wish you and the company the best of success in the future. I hope that this two-week notice is sufficient for you to find a replacement for me. I will be more than happy to help train my replacement and tie up any loose ends in the next two weeks.

Very sincerely,

John Wilson

Anderson, Darlene S

From: Cisson, Melissa
Sent: Thursday, February 06, 2014 8:32 AM
To: Anderson, Darlene S
Subject: FW: Rahmira Santiago

FYI

From: rahmira.santiago [mailto:santiagor433@gmail.com]
Sent: Thursday, February 06, 2014 8:23 AM
To: Cisson, Melissa
Subject: Rahmira Santiago

Hello Good Morning,

I regret to inform you that I will not be able to continue employment due to unforeseen circumstances of my vehicle. This is the second day in a row I've had this issue and I'm beyond disappointed. I will not continue to waste your time since I am unable to get to Blythewood. Thank you for the opportunity. My apologies.

Best Regards,
R. Santiago



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601b
(Est. 3/06)

Name (Optional) _____
Office/Unit _____
Job Title _____

Race/Sex _____
Last Day Worked 9/11/19
Hire Date 6/30/13

1. Please indicate your reason for leaving: _____
2. Did you understand the mission of the agency? ☒ Yes ☐ No
3. Did you ever offer suggestions, relate problems, seek advice or request information from management? ☒ Yes ☐ No
4. If yes, was management responsive? ☐ Yes ☒ No
5. Were you kept informed regarding changes in policies, procedures, and practices of the agency? ☒ Yes ☐ No
6. Would you consider returning to this agency? ☒ Yes ☐ No
7. Were the duties and responsibilities of your position clearly explained to you? ☒ Yes ☒ No
8. Do you feel you received adequate training to perform your job responsibilities? ☐ Yes ☐ No
9. Check the box that best describes your workload.
☒ Too much for one person
☐ Occasionally heavy, but just about right most of the time
☐ Just right, not really over or under worked
☐ Not enough, did not fully take up my time

Please use the rating scale in recording your responses in this section:

10. Communication between myself and the supervisor
11. Relationship with my supervisor
12. Guidance from my supervisor
13. Relationship with co-workers
14. Advancement opportunities
15. Rate of pay for your job
16. Cooperation and teamwork
17. Resolving complaints or problems
18. Working conditions
19. EPMS program
20. Fair and equal treatment
21. Agency recognition program
22. Communication within the Agency
23. Communication within your Office/Unit
24. Responsiveness of the Personnel Office
25. Agency Training Programs
26. Orientation
27. State Government Benefits Package

Excellent	Good	Fair	Poor	No Opinion
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

28. Do you have suggestions for improving the above? *See enclosed*
29. What did you like about your job and the Agency? *see enclosed*
30. What did you dislike about your job and the Agency? *see enclosed*
31. Please share any additional comments or suggestions. Use the reverse of this form if necessary.

I worked with the DMV for 2 ½ yrs. One year under MV Solutions the rest under DMV. I was very thankful for my job and turning in my resignation was the last thing I wanted to do. I would have preferred to stay within the State but my position with the Contact Center became completely unbearable and extremely stressful. MV Solutions did an outstanding job managing the Call Center. There are numerous reasons I turned my resignation in:

- 1. Breaks..WE HAD NONE..our lunches change every week which is..11-12 12-1 1-2 2-3..therefore when you start your day at 8:30 and your lunch is not until 2 that has you sitting there all day with no break. To sit at your desk and take call after call is very stressful. To just get up and walk away from your desk for at least 10 mins means the world to a customer service representative dealing with angry customers.**
- 2. When you are on a call more than 3 mins at some point a lead or supervisor will come up to your desk and ask that you get off the phone because you have been on the call too long. Elderly people need more time for things to be explained and to tell a customer service representative to get off the call is really unacceptable...its like telling them to stop doing your job.**
- 3. There are 3 different depts. ...FR..Vehicle and Driver..when one dept is overwhelmed with calls they will put you in that dept without any knowledge of that dept ..which I have seen a lot of reps so upset for them doing this..they cry. It also has incorrect information being provided to a customer..this being no fault of the reps because they were forced to take the call. This has the customer calling back a second time angry and even calling back**

a third time to confirm the information or asking for a sup because they were provided with incorrect information.

4. Absolutely no confidentiality...which this breaks a major policy to me.

EXAMPLE:

An employee had applied for a position(rep A) as well as another rep.(rep B) Rep A was advised she had gotten the position by 2 sups but gave the position to Rep B..when rep A advised she was going to HR to report this..Rep A was terminated within a week.

Rep A was also asked by her supervisor on another occasion to let her borrow \$200.00 and she did..how do I know this?..I heard the conversation. She was treated unfairly in so many ways.

This is just one example. I feel a full investigation needs to be conducted on the whole Call Center because with all the issues. It definitely gives the State a very bad name. All the Supervisors and Melissa need to be fully trained on how to deal with employees and customers. When I first started working there I absolutely loved it but the people in charge make you feel very unappreciated for your hard work and it came to a point of I actually hated to come into work. I have worked a few customer service jobs and this job was by far the worst..when it should not have been I feel it should have been the best because it was the State of SC. If you have any questions for me I can be reached at 304 830 1567.

Thanks for your time,





South Carolina Department of Motor Vehicles

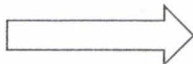
Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Rebecca Friend Ethnicity Caucasian
Office/Unit Customer Service Delivery/Contact Center - Unit 2 Gender Female
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 6/3/2014
Perner # 10074451 Last Day Worked 9/17/2014

1 - Please indicate your reason for leaving here.



- 2 - Did you understand the mission of the agency?
3 - Did you ever offer suggestions, relate problems, seek advice or request information from management?
4 - If yes, was management responsive?
5 - Were you kept informed regarding changes in policies, procedures, and practices of the agency?
6 - Would you consider returning to this agency?
7 - Were the duties and responsibilities of your position clearly explained to you?
8 - Do you feel you received adequate training to perform your job responsibilities?
9 - Check the box that best describes your workload.

Grade	Score
YES	1
YES	1
NO	4
YES	1
YES	1
YES	1
NO	4

Grade	Score
Too much for one person	4

Please use the rating scale in recording your responses in this section:

- 10 - Communication between myself and the supervisor
11 - Relationship with my supervisor
12 - Guidance from my supervisor
13 - Relationship with co-workers
14 - Advancement opportunities
15 - Rate of pay for your job
16 - Cooperation and teamwork
17 - Resolving complaints or problems
18 - Working conditions
19 - EPMS program
20 - Fair and equal treatment
21 - Agency recognition program
22 - Communication within the Agency
23 - Communication within your Office/Unit
24 - Responsiveness of the Personnel Office
25 - Agency Training Programs
26 - Orientation
27 - State Government Benefits Package
28 - Do you have suggestions for improving the above? (Answer in space below)

Grade	Score
Good	2
Good	2
Good	2
Excellent	1
Poor	4
Poor	4
Poor	4
Poor	4
Poor	4
No Opinion	5
Poor	4
No Opinion	5
No Opinion	5
No Opinion	5
No Opinion	5
No Opinion	5
No Opinion	5

29 - What did you like about your job and the Agency? (Answer in space below)

30 - What did you dislike about your job and the Agency? (Answer in space below)



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional)	Rebecca Friend	Ethnicity	Caucasian
Office/Unit	Customer Service Delivery/Contact Center - Unit 2	Gender	Female
Job Title	Customer Service Specialist/Administrative Specialist II	Hire Date	6/3/2014
Perner #	10074451	Last Day Worked	9/17/2014

31 - Please share any additional comments or suggestions in the space below

I worked with the DMV for 2 1/2 years. One year under MV Solutions the rest under DMV. I was very thankful for my job and turning in my resignation was the last thing I wanted to do. I would have preferred to stay within the State but my position with the Contact Center became completely unbearable and extremely stressful. MV Solutions did an outstanding job managing the Call Center. There are numerous reasons I turned my resignation in: 1. Breaks...WE HAD NONE...our lunches change every week which is 11-12 12-1 1-2 2-3...therefore when you start your day at 8:30 and your lunch is not until 2 that has you sitting there all day with no break. To sit at your desk and take call after call is very stressful. To just get up and walk away from your desk for at least 10 mins means the world to a customer service representative dealing with angry customers. 2. When you are on a call more than 3 mins at some point a lead supervisor will come up to your desk and ask that you get off the phone because you have been on the call too long. Elderly people need more time for things to be explained and to tell a customer service representative to get off the call is really unacceptable...its like telling them to stop doing your job. 3. There are 3 different depts. ...FR..Vehicle and Driver.. when one dept is overwhelmed with calls they will put you in that dept without any knowledge of that dept .. which I have seen a lot of reps so upset for them doing this..they cry. It also has incorrect information being provided to a customer..this being no fault of the reps because they were forced to take the call. This has the customer calling back a second time angry and even calling back a third time to confirm the information or askign for a sup because they were provided with incorrect information. 4. Absolutely no confidentiality...which this breaks a major policy to me. Example: An employee had aplied for a position (rep A) as well as another rep. (repB) Rep A was advised she had gotten the position by 2 sups but gave the position to Rep B..when rep A advised she was going to HR to report this..Rep A was terminated within a week. Rep A was also asked by her supervisor on another occasion to let her borrow \$200.00 and she did..how do I know this?..I heard the conversation. She was treated unfairly in so many ways. This is just one example. I feel a full investigation needs to be conducted on the whole Call Center because with all the issues. It definitely gives the State a very bad name. All the Supervisors and Melissa need to be fully trained n how to deal with employees and customers. When I first started working there I absolutely loved it but the pwople in charge make you feel very unappreciated for your hard work and it came to a point of I actually hated to come into work. I have worked a few customer service jobs and this job was by far the worst..when it should not have been I feel it should have been the best because it was the State of SC.

- Page 2 of 2 -



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Rebecca Friend Ethnicity Caucasian
Office/Unit Customer Service Delivery/Contact Center - Unit 2 Gender Female
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 6/3/2014
Perner # 10074451 Last Day Worked 9/17/2014

Score Description	Score	Response
Most Favorable Response	1	YES
Least Favorable Response	4	NO
Most Favorable Response	1	Just right, not really over or under worked
Less Favorable Response	2	Occasionally heavy, but just about right most of the time
Lesser Favorable Response	3	Not enough, did not fully take up my time
Least Favorable Response	4	Too much for one person
Most Favorable Response	1	Excellent
Less Favorable Response	2	Good
Lesser Favorable Response	3	Fair
Least Favorable Response	4	Poor
Least Favorable Response	5	No Opinion

Description	Score
Excellent	26.000
Good	66.000
Fair	82.000
Poor	102.000

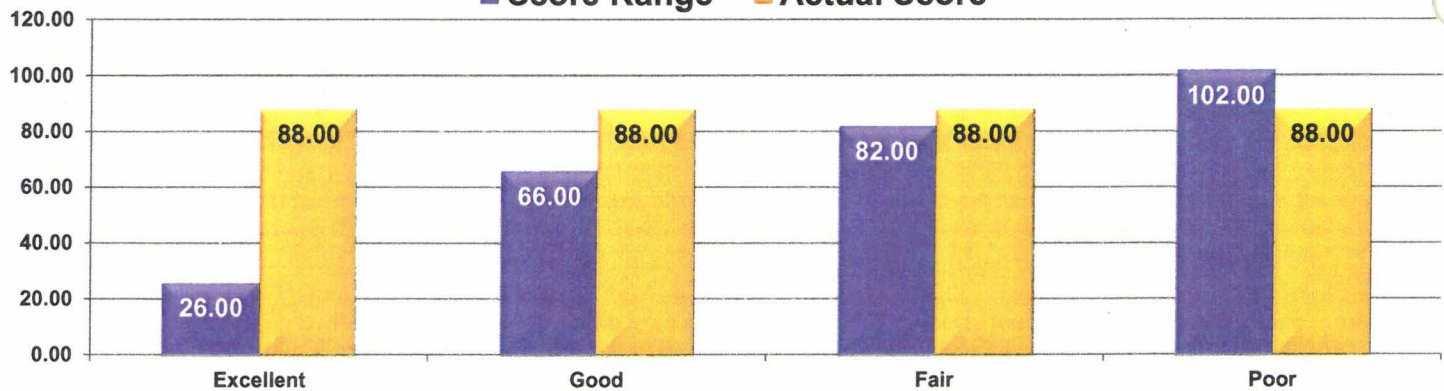
Actual Score

88.000

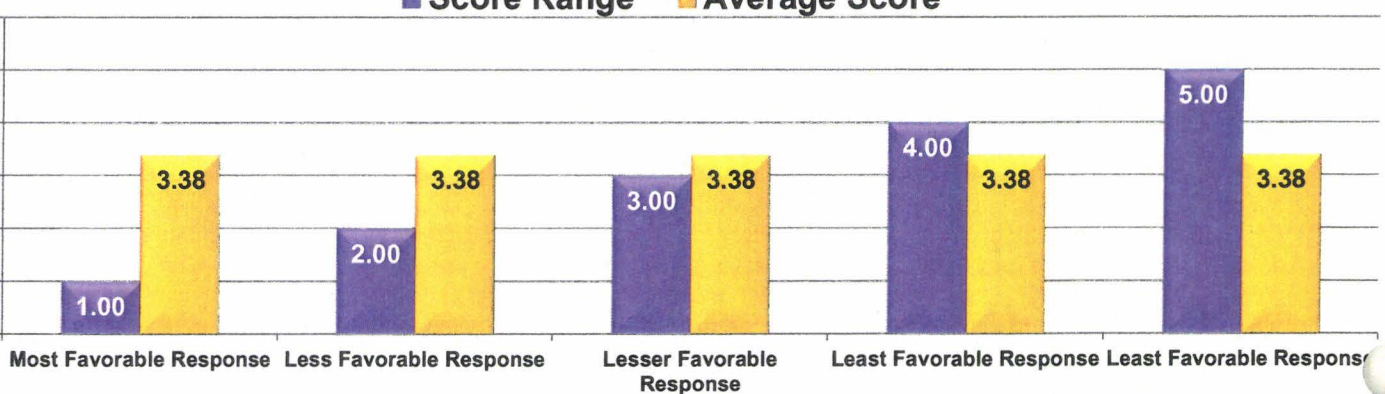
Average Score

3.385

■ Score Range ■ Actual Score



■ Score Range ■ Average Score





South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601b
(Est. 3/06)

Name (Optional) [REDACTED] Race/Sex [REDACTED]
Office/Unit CALL CENTER Last Day Worked 29 / 08 / 2014
Job Title CUSTOMER SERVICE REP Hire Date 16 / 04 / 2014

1. Please indicate your reason for leaving: LACK OF INSTITUTIONAL PROFESSIONALISM
2. Did you understand the mission of the agency? ☒ Yes ☐ No
3. Did you ever offer suggestions, relate problems, seek advice or request information from management? ☒ Yes ☐ No
4. If yes, was management responsive? ☐ Yes ☒ No
5. Were you kept informed regarding changes in policies, procedures, and practices of the agency? ☒ Yes ☐ No
6. Would you consider returning to this agency? ☒ Yes ☐ No
7. Were the duties and responsibilities of your position clearly explained to you? ☒ Yes ☐ No
8. Do you feel you received adequate training to perform your job responsibilities? ☐ Yes ☒ No
9. Check the box that best describes your workload.
- ☒ Too much for one person
- ☐ Occasionally heavy, but just about right most of the time
- ☐ Just right, not really over or under worked
- ☐ Not enough, did not fully take up my time

Please use the rating scale in recording your responses in this section:

	Excellent	Good	Fair	Poor	No Opinion
10. Communication between myself and the supervisor	1	2	3	(4)	5
11. Relationship with my supervisor	1	2	(3)	4	5
12. Guidance from my supervisor	1	2	3	(4)	5
13. Relationship with co-workers	(1)	2	3	4	5
14. Advancement opportunities	1	2	3	4	(5)
15. Rate of pay for your job	1	2	3	4	(5)
16. Cooperation and teamwork	1	2	(3)	4	5
17. Resolving complaints or problems	1	2	3	(4)	5
18. Working conditions	1	(2)	3	4	5
19. EPMS program	1	2	(3)	4	5
20. Fair and equal treatment	1	2	(3)	4	5
21. Agency recognition program	1	2	(3)	4	5
22. Communication within the Agency	1	2	3	(4)	5
23. Communication within your Office/Unit	1	2	3	(4)	5
24. Responsiveness of the Personnel Office	1	2	(3)	4	5
25. Agency Training Programs	1	2	(3)	4	5
26. Orientation	1	2	(3)	4	5
27. State Government Benefits Package	1	2	(3)	4	5

28. Do you have suggestions for improving the above?
NEED TO BE ABLE TO EXECUTE MINOR TASKS IN PHOENIX.
29. What did you like about your job and the Agency?
CO-WORKERS
30. What did you dislike about your job and the Agency?
REFUSAL TO CHANGE STATUS QOO. ALL SUGGESTIONS SUBMITTED FEEL ON DEAF EARS.
31. Please share any additional comments or suggestions. Use the reverse of this form if necessary.

29 August 2014

Letter of Resignation for Matthew R. Cloyd (Agent 366)

After much thought I have come to the decision that I can no longer perform the duties I have been hired on to perform. Therefore, I will terminate my employment as of 29 August 2014.

Having been hired on as a Customer Service Representative, I have come to the understanding that I am institutionally blocked from performing prompt and accurate customer service.

With a primary skill set under the Vehicle depart I am primarily faced with callers and dealers seeking information reference titling and registration paperwork that, more often than not, cannot be tracked within the Phoenix system because the Titles Department does not have a transparent tracking system which allows those of us fielding the questions a current status. The first opportunity we have of seeing any type of action on a particular transaction is either when the title is issued or when the title is placed in suspense. When a customer or dealer requests to speak with anyone in the titles department we can only instruct them that no one from that department speaks directly customers.

The Titles section is not the only section that this applies to. We run into the same situation with all other departments. The call center phone number is the only one the customers have yet we are the one department with no ability to process any type of transaction. The actionable departments have no interaction with customers and therefore do not have ability to provide fluid customer service through immediate interaction.

The reality is that when a customer calls with inquiries about a pending transaction we have been instructed to inform the customers to "allow more time". We are provided with basic timetables that certain transactions should take but seldom run across transactions that actually are completed in the timelines provided by the departments executing the transactions.

We are instructed to create tickets within the Phoenix for the supposed purpose of seeking information and requesting actions from other departments that for the most part either go without action or are returned with requests for further information. One specific example is that, in the short time I have been employed here, I have personally created seventy two (72) tickets just for Revocations or Corrections to titles issued that have been issued incorrect due to what I can only assume is a lack of simple focus. In each and every incident I have been able to go into the documents provided by the customer and have seen that the information provided was correct and that the individuals processing the transaction simply executed incorrectly.

Another example of poor performance is when we were told (either late May or June) that two months' worth of tickets were being thrown away because they had well over 2000 pending tickets. We were told that since there were so many open tickets it would be impossible to get to them all. A decision was made to disregard them which caused a ripple effect for customers thinking that their issues were being worked on when in reality they were not. Instead of working through the issue and dealing with the backlog all issues were deemed not worthy of taking up the time of the departments that they were sent to. The problem with this is that all of

these issues still exist and now new tickets are made when the customer calls back because of lack of action. The number of tickets remained the same. By ignoring the tickets it only served to anger the customers whose issues were deemed not important enough.

When such things happen we are instructed to inform the customer that the issue will get fixed but are not allowed to inform the customer that we are the ones who have made the mistake or that the DMV was in anyway at fault.

The other thing I have come to realize in my short time here is that while we are not the ones executing the transactions, we are the only ones who are held accountable to the public. During our Wednesday training sessions we always have about 20 – 30 minutes of how we are doing things wrong. We are consistently reminded of the things we should not be doing. While I am not privy to other department actions with regards to supposed poor execution, I do know that there is no place in the work force for a weekly thirty minute speech and how we are not doing our job correctly.

I truly wish I would be able to remain a member of the team, but the unwillingness of the institutional leadership to change and at least try to get better is crushing to morale of not just myself but also my fellow coworkers. I simply have the luxury of a military retirement to walk away.

Thank you for the opportunity you have provided me and for the leadership you have provided me in the short time we have worked together.

Sincerely,

Matthew R. Cloyd



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Matthew Cloyd Ethnicity Caucasian
Office/Unit Customer Service Delivery/Contact Center - Unit 1 Gender Male
Job Title Customer Service Specilist/Administrative Specialist II Hire Date 5/19/2014
Perner # 10081655 Last Day Worked 8/29/2014

1 - Please indicate your reason for leaving here.



Lack of institutional professionalism

- 2 - Did you understand the mission of the agency?
3 - Did you ever offer suggestions, relate problems, seek advice or request information from management?
4 - If yes, was management responsive?
5 - Were you kept informed regarding changes in policies, procedures, and practices of the agency?
6 - Would you consider returning to this agency?
7 - Were the duties and responsibilities of your position clearly explained to you?
8 - Do you feel you received adequate training to perform your job responsibilities?
9 - Check the box that best describes your workload.

Grade	Score
YES	1
YES	1
NO	4
YES	1
YES	1
YES	1
NO	4

Grade	Score
Too much for one person	4

Please use the rating scale in recording your responses in this section:

- 10 - Communication between myself and the supervisor
11 - Relationship with my supervisor
12 - Guidance from my supervisor
13 - Relationship with co-workers
14 - Advancement opportunities
15 - Rate of pay for your job
16 - Cooperation and teamwork
17 - Resolving complaints or problems
18 - Working conditions
19 - EPMS program
20 - Fair and equal treatment
21 - Agency recognition program
22 - Communication within the Agency
23 - Communication within your Office/Unit
24 - Responsiveness of the Personnel Office
25 - Agency Training Programs
26 - Orientation
27 - State Government Benefits Package
28 - Do you have suggestions for improving the above? (Answer in space below)

Grade	Score
Poor	4
Fair	3
Poor	4
Excellent	1
No Opinion	5
No Opinion	5
Fair	3
Poor	4
Good	2
Fair	3
Fair	3
Fair	3
Poor	4
Poor	4
Fair	3
Fair	3
Fair	3
Fair	3

Need to be able to execute minor tasks in phoenix

- 29 - What did you like about your job and the Agency? (Answer in space below)

Co-workers

- 30 - What did you dislike about your job and the Agency? (Answer in space below)

Refusal to change status quo. All suggestions submitted fell on deaf ears



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional)	<u>Matthew Cloyd</u>	Ethnicity	<u>Caucasian</u>
Office/Unit	<u>Customer Service Delivery/Contact Center - Unit 1</u>	Gender	<u>Male</u>
Job Title	<u>Customer Service Specialist/Administrative Specialist II</u>	Hire Date	<u>5/19/2014</u>
Perner #	<u>10081655</u>	Last Day Worked	<u>8/29/2014</u>

31 - Please share any additional comments or suggestions in the space below

Having been hired on as a Customer Service Representative, I have come to the understanding that I am institutionally blocked from performing prompt and accurate customer service.

With a primary skill set under the Vehicle depart I am primarily faced with callers and dealers seeking information reference titling and registration paperwork that, more often than not, cannot be tracked within the Phoenix system because the Titles Department does not have a transparent tracking system which allows those of us fielding the questions a current status. The first opportunity we have of seeing any type of action on a particular transaction is either when the title is issued or when the title is placed in suspense. When a customer or dealer requests to speak with anyone in the titles department we can only instruct them that no one from that department speaks directly customers.

The Titles section is not the only section that this applies to. We run into the same situation with all other departments. The call center phone number is the only one the customers have yet we are the one department with no ability to process any type of transaction. The actionable departments have no interaction with customers and therefore do not have ability to provide fluid customer service through immediate interaction.

The reality is that when a customer calls with inquiries about a pending transaction we have been instructed to inform the customers to "allow more time". We are provided with basic timetables that certain transactions should take but seldom run across transactions that actually are completed in the timelines provided by the departments executing the transactions.

We are instructed to create tickets within the Phoenix for the supposed purpose of seeking information and requesting actions from other departments that for the most part either go without action or are returned with requests for further information. One specific example is that, in the short time I have been employed here, I have personally created seventy two (72) tickets just for Revocations or Corrections to titles issued that have been issued incorrect due to what I can only assume is a lack of simple focus. In each and every incident I have been able to go into the documents provided by the customer and have seen that the information provided was correct and that the individuals processing the transaction simply executed incorrectly.

Another example of poor performance is when we were told (either late May or June) that two months' worth of tickets were being thrown away because they had well over 2000 pending tickets. We were told that since there were so many open tickets it would be impossible to get to them all. A decision was made to disregard them which caused a ripple effect for customers thinking that their issues were being worked on when in reality they were not. Instead of working through the issue and dealing with the backlog all issues were deemed not worthy of taking up the time of the departments that they were sent to. The problem with this is that all of these issues still exist and now new tickets are made when the customer calls back because of lack of action. The number of tickets remained the same. By ignoring the tickets it only served to anger the customers whose issues were deemed not important enough.

When such things happen we are instructed to inform the customer that the issue will get fixed but are not allowed to inform the customer that we are the ones who have made the mistake or that the DMV was



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Matthew Cloyd Ethnicity Caucasian
Office/Unit Customer Service Delivery/Contact Center - Unit 1 Gender Male
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 5/19/2014
Perner # 10081655 Last Day Worked 8/29/2014

in anyway at fault.

The other thing I have come to realize in my short time here is that while we are not the ones executing the transactions, we are the only ones who are held accountable to the public. During our Wednesday training sessions we always have about 20 – 30 minutes of how we are doing things wrong. We are consistently reminded of the things we should not be doing. While I am not privy to other department actions with regards to supposed poor execution, I do know that there is no place in the work force for a weekly thirty minute speech and how we are not doing our job correctly.

I truly wish I would be able to remain a member of the team, but the unwillingness of the institutional leadership to change and at least try to get better is crushing to morale of not just myself but also my fellow coworkers. I simply have the luxury of a military retirement to walk away.

- Page 2 of 2 -

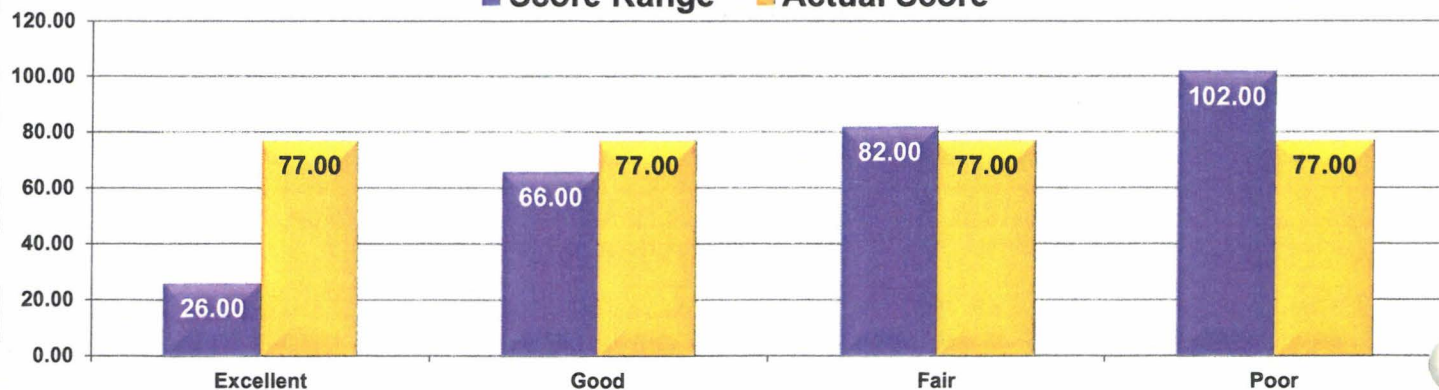
Exit Interview/Questionnaire Legend		
Score Description	Score	Response
Most Favorable Response	1	YES
Least Favorable Response	4	NO
Most Favorable Response	1	Just right, not really over or under worked
Less Favorable Response	2	Occasionally heavy, but just about right most of the time
Lesser Favorable Response	3	Not enough, did not fully take up my time
Least Favorable Response	4	Too much for one person
Most Favorable Response	1	Excellent
Less Favorable Response	2	Good
Lesser Favorable Response	3	Fair
Least Favorable Response	4	Poor
Least Favorable Response	5	No Opinion

Description	Score
Excellent	26.000
Good	66.000
Fair	82.000
Poor	102.000

Actual Score
77.000

Average Score
2.962

■ Score Range ■ Actual Score



■ Score Range ■ Average Score

6.00

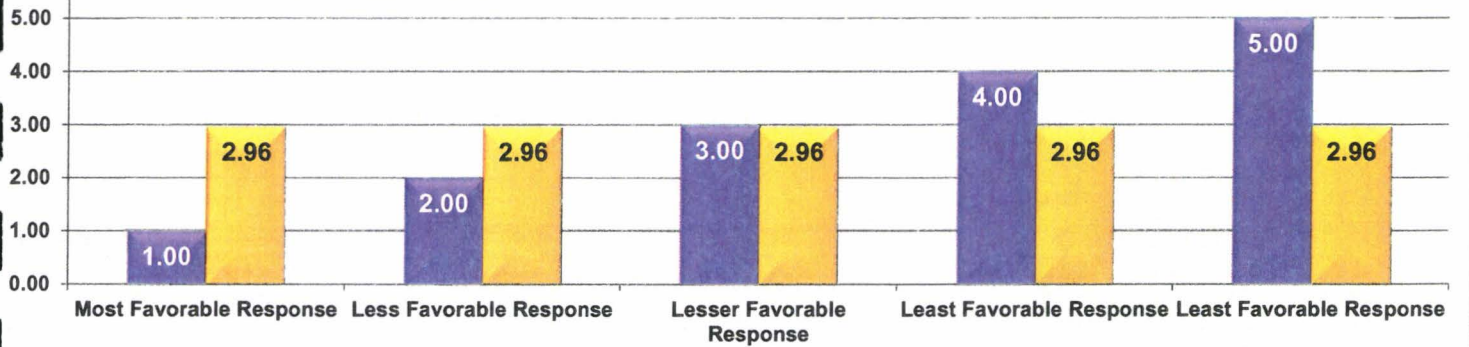


South Carolina Department of Motor Vehicles Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional)	<u>Matthew Cloyd</u>	Ethnicity	<u>Caucasian</u>
Office/Unit	<u>Customer Service Delivery/Contact Center - Unit 1</u>	Gender	<u>Male</u>
Job Title	<u>Customer Service Specilist/Administrative Specialist II</u>	Hire Date	<u>5/19/2014</u>
Perner #	<u>10081655</u>	Last Day Worked	<u>8/29/2014</u>





South Carolina Department of Motor Vehicles

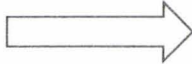
Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Bet Tarrant (Temporary) Ethnicity Caucasian
Office/Unit Customer Service Delivery/Contact Center Training Gender Female
Job Title Customer Service Specilist/Administrative Specialist II Hire Date 8/8/2014
Perner # 10026584 Last Day Worked 8/21/2014

1 - Please indicate your reason for leaving here.



- 2 - Did you understand the mission of the agency?
3 - Did you ever offer suggestions, relate problems, seek advice or request information from management?
4 - If yes, was management responsive?
5 - Were you kept informed regarding changes in policies, procedures, and practices of the agency?
6 - Would you consider returning to this agency?
7 - Were the duties and responsibilities of your position clearly explained to you?
8 - Do you feel you received adequate training to perform your job responsibilities?
9 - Check the box that best describes your workload.

Grade	Score
YES	1
NO	4
YES	1
YES	1
YES	1
YES	1
YES	1

Grade	Score
Just right, not really over or under worked	1

Please use the rating scale in recording your responses in this section:

- 10 - Communication between myself and the supervisor
11 - Relationship with my supervisor
12 - Guidance from my supervisor
13 - Relationship with co-workers
14 - Advancement opportunities
15 - Rate of pay for your job
16 - Cooperation and teamwork
17 - Resolving complaints or problems
18 - Working conditions
19 - EPMS program
20 - Fair and equal treatment
21 - Agency recognition program
22 - Communication within the Agency
23 - Communication within your Office/Unit
24 - Responsiveness of the Personnel Office
25 - Agency Training Programs
26 - Orientation
27 - State Government Benefits Package
28 - Do you have suggestions for improving the above? (Answer in space below)

Grade	Score
Excellent	1
Excellent	1
Excellent	1
Excellent	1
Excellent	1
Fair	3
Excellent	1
Excellent	1
Excellent	1
Excellent	1
Excellent	1
Excellent	1
Excellent	1
Excellent	1
Excellent	1
Good	2

29 - What did you like about your job and the Agency? (Answer in space below)

30 - What did you dislike about your job and the Agency? (Answer in space below)



South Carolina Department of Motor Vehicles Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional)	<u>Bel Tarrant (Temporary)</u>	Ethnicity	<u>Caucasian</u>
Office/Unit	<u>Customer Service Delivery/Contact Center Training</u>	Gender	<u>Female</u>
Job Title	<u>Customer Service Specialist/Administrative Specialist II</u>	Hire Date	<u>8/8/2014</u>
Perner #	<u>10026584</u>	Last Day Worked	<u>8/21/2014</u>

31 - Please share any additional comments or suggestions in the space below



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Bet Tarrant (Temporary) Ethnicity Caucasian
Office/Unit Customer Service Delivery/Contact Center Training Gender Female
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 8/8/2014
Perner # 10026584 Last Day Worked 8/21/2014

Score Description	Score	Response
Most Favorable Response	1	YES
Least Favorable Response	4	NO
Most Favorable Response	1	Just right, not really over or under worked
Less Favorable Response	2	Occasionally heavy, but just about right most of the time
Lesser Favorable Response	3	Not enough, did not fully take up my time
Least Favorable Response	4	Too much for one person
Most Favorable Response	1	Excellent
Less Favorable Response	2	Good
Lesser Favorable Response	3	Fair
Least Favorable Response	4	Poor
Least Favorable Response	5	No Opinion

Description	Score
Excellent	26.000
Good	66.000
Fair	82.000
Poor	102.000

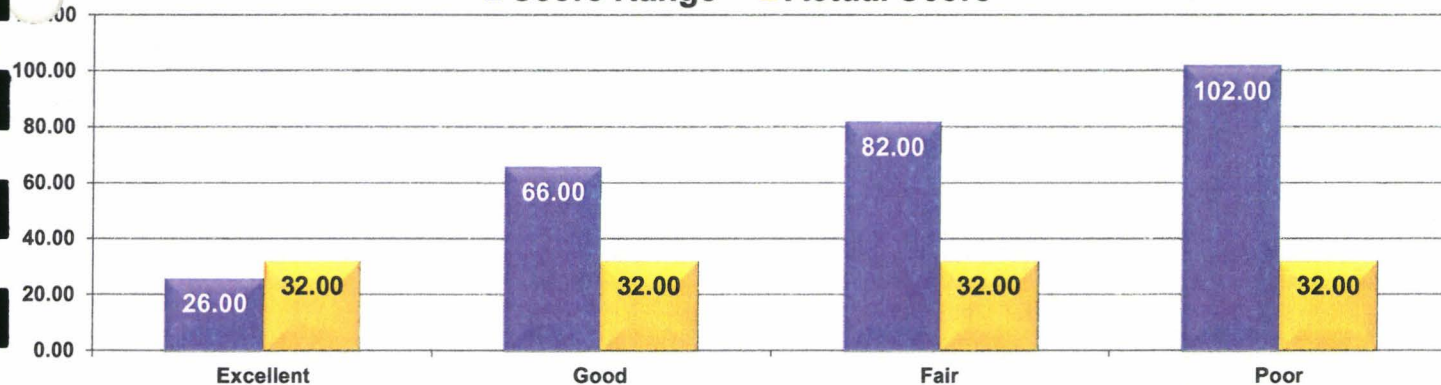
Actual Score

32.000

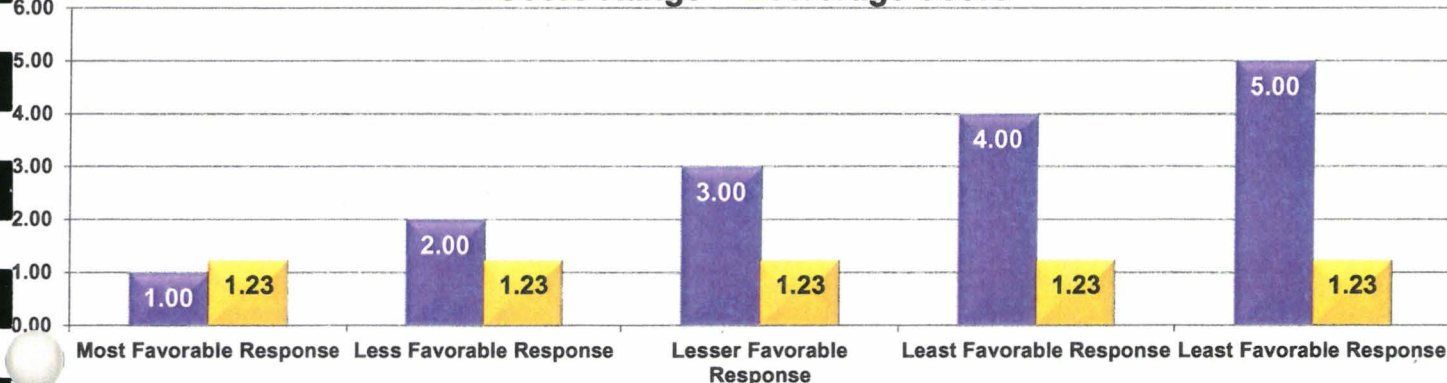
Average Score

1.231

■ Score Range ■ Actual Score



■ Score Range ■ Average Score





South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601b
(Est. 3/06)

Name (Optional) Sha B. Henry, Jr. Race/Sex African American / F
Office/Unit Contact Center Last Day Worked 7 / 7 / 2014
Job Title CSR / call center Hire Date 8 / 12 / 2013

1. Please indicate your reason for leaving: Medical Reasons / Relocated
2. Did you understand the mission of the agency? ☒ Yes ☐ No
3. Did you ever offer suggestions, relate problems, seek advice or request information from management? ☒ Yes ☐ No
4. If yes, was management responsive? ☐ Yes ☒ No
5. Were you kept informed regarding changes in policies, procedures, and practices of the agency? ☒ Yes ☐ No
6. Would you consider returning to this agency? ☒ Yes ☐ No
7. Were the duties and responsibilities of your position clearly explained to you? ☒ Yes ☐ No
8. Do you feel you received adequate training to perform your job responsibilities? ☒ Yes ☐ No
9. Check the box that best describes your workload.
- ☐ Too much for one person
- ☐ Occasionally heavy, but just about right most of the time
- ☒ Just right, not really over or under worked
- ☐ Not enough, did not fully take up my time

Please use the rating scale in recording your responses in this section:

	Excellent	Good	Fair	Poor	No Opinion
10. Communication between myself and the supervisor	1	2	3	4	5
11. Relationship with my supervisor	1	2	3	4	5
12. Guidance from my supervisor	1	2	3	4	5
13. Relationship with co-workers	1	2	3	4	5
14. Advancement opportunities	1	2	3	4	5
15. Rate of pay for your job	1	2	3	4	5
16. Cooperation and teamwork	1	2	3	4	5
17. Resolving complaints or problems	1	2	3	4	5
18. Working conditions	1	2	3	4	5
19. EPMS program	1	2	3	4	5
20. Fair and equal treatment	1	2	3	4	5
21. Agency recognition program	1	2	3	4	5
22. Communication within the Agency	1	2	3	4	5
23. Communication within your Office/Unit	1	2	3	4	5
24. Responsiveness of the Personnel Office	1	2	3	4	5
25. Agency Training Programs	1	2	3	4	5
26. Orientation	1	2	3	4	5
27. State Government Benefits Package	1	2	3	4	5

28. Do you have suggestions for improving the above?

29. What did you like about your job and the Agency?

Helping customers, I loved my employees

30. What did you dislike about your job and the Agency?

The communication needs to be improved, Between superiors and agents

31. Please share any additional comments or suggestions. Use the reverse of this form if necessary.

Needs more help ~~from~~ !!

July 3, 2013

Dear Mrs. Clisson,

I am submitting this letter to notify you that I am resigning from my position as Customer Service Specialist with the South Carolina Department of Motor Vehicles, effective July 5, 2013.

Thank you,

A handwritten signature in dark ink, appearing to read "Joseph R. Hilton II", is written over a dark, rectangular redacted area.

Joseph R. Hilton II



South Carolina Department of Motor Vehicles

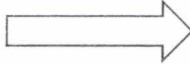
Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) ShaBrittany Evans Ethnicity African American
Office/Unit Customer Service Delivery/Contact Center - Unit 3 Gender Female
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 8/26/2013
Perner # 10074950 Last Day Worked 7/7/2014

1 - Please indicate your reason for leaving here.



Medical Reasons/Relocated

- 2 - Did you understand the mission of the agency?
3 - Did you ever offer suggestions, relate problems, seek advice or request information from management?
4 - If yes, was management responsive?
5 - Were you kept informed regarding changes in policies, procedures, and practices of the agency?
6 - Would you consider returning to this agency?
7 - Were the duties and responsibilities of your position clearly explained to you?
8 - Do you feel you received adequate training to perform your job responsibilities?
9 - Check the box that best describes your workload.

Grade	Score
YES	1
NO	4
YES	1
YES	1
YES	1
YES	1
YES	1

Grade	Score
Just right, not really over or under worked	1

Please use the rating scale in recording your responses in this section:

- 10 - Communication between myself and the supervisor
11 - Relationship with my supervisor
12 - Guidance from my supervisor
13 - Relationship with co-workers
14 - Advancement opportunities
15 - Rate of pay for your job
16 - Cooperation and teamwork
17 - Resolving complaints or problems
18 - Working conditions
19 - EPMS program
20 - Fair and equal treatment
21 - Agency recognition program
22 - Communication within the Agency
23 - Communication within your Office/Unit
24 - Responsiveness of the Personnel Office
25 - Agency Training Programs
26 - Orientation
27 - State Government Benefits Package
28 - Do you have suggestions for improving the above? (Answer in space below)

Grade	Score
Excellent	1
Excellent	1
Excellent	1
Excellent	1
Good	2
Good	2
Excellent	1
Fair	3
Excellent	1
Good	2
Good	2
Fair	3
Fair	3
Fair	3
Good	2
Good	2
Good	2
Excellent	1

29 - What did you like about your job and the Agency? (Answer in space below)

Helping customers. I loved my co-workers

30 - What did you dislike about your job and the Agency? (Answer in space below)

The communication needs to be improved between superiors and agents



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional)	<u>Sha'Brittany Evans</u>	Ethnicity	<u>African American</u>
Office/Unit	<u>Customer Service Delivery/Contact Center - Unit 3</u>	Gender	<u>Female</u>
Job Title	<u>Customer Service Specilist/Administrative Specialist II</u>	Hire Date	<u>8/26/2013</u>
Perner #	<u>10074950</u>	Last Day Worked	<u>7/7/2014</u>

31 - Please share any additional comments or suggestions in the space below

Needs more help

- Page 2 of 2 -

Exit Interview/Questionnaire Legend



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Sha'Brittany Evans Ethnicity African American
Office/Unit Customer Service Delivery/Contact Center - Unit 3 Gender Female
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 8/26/2013
Perner # 10074950 Last Day Worked 7/7/2014

Score Description	Score	Response
Most Favorable Response	1	YES
Least Favorable Response	4	NO
Most Favorable Response	1	Just right, not really over or under worked
Less Favorable Response	2	Occasionally heavy, but just about right most of the time
Lesser Favorable Response	3	Not enough, did not fully take up my time
Least Favorable Response	4	Too much for one person
Most Favorable Response	1	Excellent
Less Favorable Response	2	Good
Lesser Favorable Response	3	Fair
Least Favorable Response	4	Poor
Least Favorable Response	5	No Opinion

Description	Score
Excellent	26.000
Good	66.000
Fair	82.000
Poor	102.000

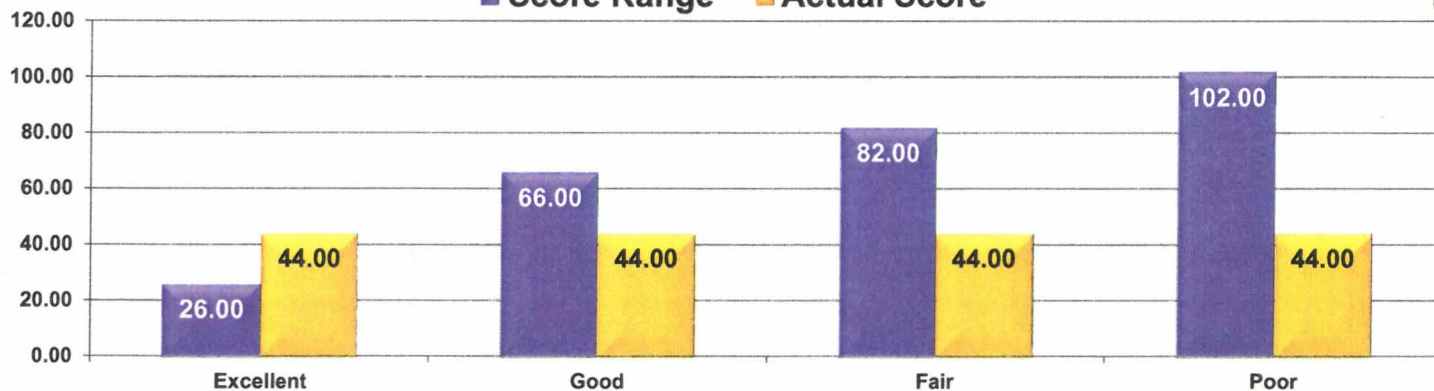
Actual Score

44.000

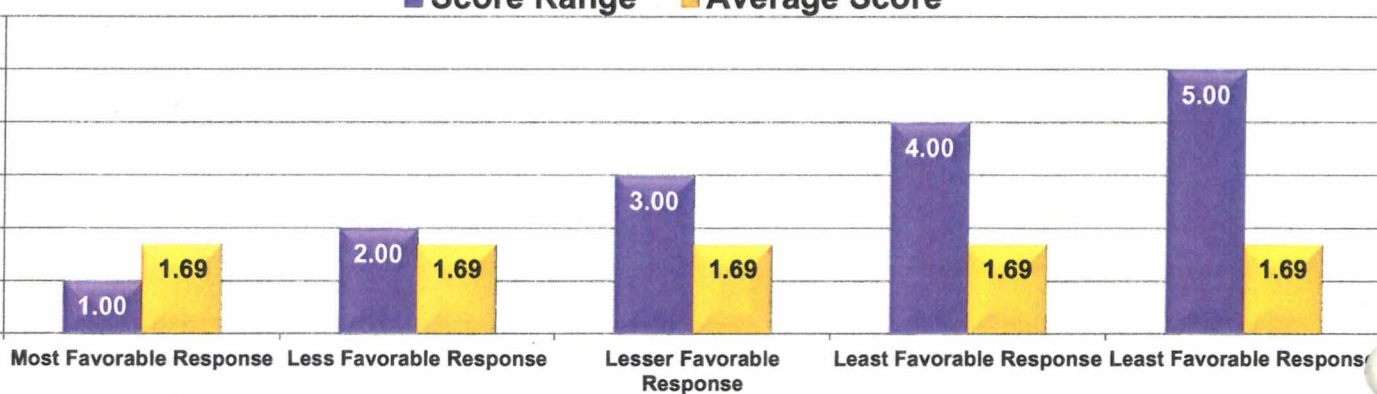
Average Score

1.692

■ Score Range ■ Actual Score



■ Score Range ■ Average Score





South Carolina Department of Motor Vehicles

HR-601b
(Est. 3/06)

Exit Interview/Questionnaire

Name (Optional)

Office/Unit

Job Title

Race/Sex

Last Day Worked

Hire Date

00 / 09 / 14
00 / 13 / 13

SCDMV
Administrative Assistant II

1. Please indicate your reason for leaving: The department is unstable
2. Did you understand the mission of the agency? ☒ Yes ☐ No
3. Did you ever offer suggestions, relate problems, seek advice or request information from management? ☒ Yes ☐ No
4. If yes, was management responsive? ☐ Yes ☒ No
5. Were you kept informed regarding changes in policies, procedures, and practices of the agency? ☐ Yes ☒ No
6. Would you consider returning to this agency? ☐ Yes ☒ No
7. Were the duties and responsibilities of your position clearly explained to you? ☐ Yes ☒ No
8. Do you feel you received adequate training to perform your job responsibilities? ☐ Yes ☒ No
9. Check the box that best describes your workload.
- ☒ Too much for one person
- ☐ Occasionally heavy, but just about right most of the time
- ☐ Just right, not really over or under worked
- ☐ Not enough, did not fully take up my time

Please use the rating scale in recording your responses in this section:

10. Communication between myself and the supervisor
11. Relationship with my supervisor
12. Guidance from my supervisor
13. Relationship with co-workers
14. Advancement opportunities
15. Rate of pay for your job
16. Cooperation and teamwork
17. Resolving complaints or problems
18. Working conditions
19. EPMS program
20. Fair and equal treatment
21. Agency recognition program
22. Communication within the Agency
23. Communication within your Office/Unit
24. Responsiveness of the Personnel Office
25. Agency Training Programs
26. Orientation
27. State Government Benefits Package

Excellent	Good	Fair	Poor	No Opinion
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

28. Do you have suggestions for improving the above?
The contact center would run much better if they had someone who has had years of experience to run it.
29. What did you like about your job and the Agency?
The hours and holidays!
30. What did you dislike about your job and the Agency?
31. Please share any additional comments or suggestions. Use the reverse of this form if necessary.



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Katrina Nixon Ethnicity [REDACTED]
Office/Unit Customer Service Delivery/Contact Center Gender Female
Job Title Customer Service Specilist/Administrative Specialist II Hire Date 6/3/2013
Perner # 10074426 Last Day Worked 6/6/2014

1 - Please indicate your reason for leaving here.



The department is unstable/Melissa Cisson

- 2 - Did you understand the mission of the agency?
3 - Did you ever offer suggestions, relate problems, seek advice or request information from management?
4 - If yes, was management responsive?
5 - Were you kept informed regarding changes in policies, procedures, and practices of the agency?
6 - Would you consider returning to this agency?
7 - Were the duties and responsibilities of your position clearly explained to you?
8 - Do you feel you received adequate training to perform your job responsibilities?
9 - Check the box that best describes your workload.

Grade	Score
YES	1
NO	4
NO	4
NO	4
NO	4
NO	4
NO	4

Grade	Score
Too much for one person	4

Please use the rating scale in recording your responses in this section:

- 10 - Communication between myself and the supervisor
11 - Relationship with my supervisor
12 - Guidance from my supervisor
13 - Relationship with co-workers
14 - Advancement opportunities
15 - Rate of pay for your job
16 - Cooperation and teamwork
17 - Resolving complaints or problems
18 - Working conditions
19 - EPMS program
20 - Fair and equal treatment
21 - Agency recognition program
22 - Communication within the Agency
23 - Communication within your Office/Unit
24 - Responsiveness of the Personnel Office
25 - Agency Training Programs
26 - Orientation
27 - State Government Benefits Package
28 - Do you have suggestions for improving the above? (Answer in space below)

Grade	Score
Fair	3
Fair	3
Fair	3
Excellent	1
Poor	4
Poor	4
Poor	4
Poor	4
Poor	4
No Opinion	5
Poor	4
Poor	4
Poor	4
Poor	4
Fair	3
Fair	3
Poor	4

The Contact Center would run much better if they had someone who has had years of experience to run it.

29 - What did you like about your job and the Agency? (Answer in space below)

The hours and holidays

30 - What did you dislike about your job and the Agency? (Answer in space below)

Melissa Cisson and her practices



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional)	Katrina Mixon	Ethnicity	
Office/Unit	Customer Service Delivery/Contact Center	Gender	Female
Job Title	Customer Service Specialist/Administrative Specialist II	Hire Date	6/3/2013
Perner #	10074426	Last Day Worked	6/6/2014

31 - Please share any additional comments or suggestions in the space below



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)

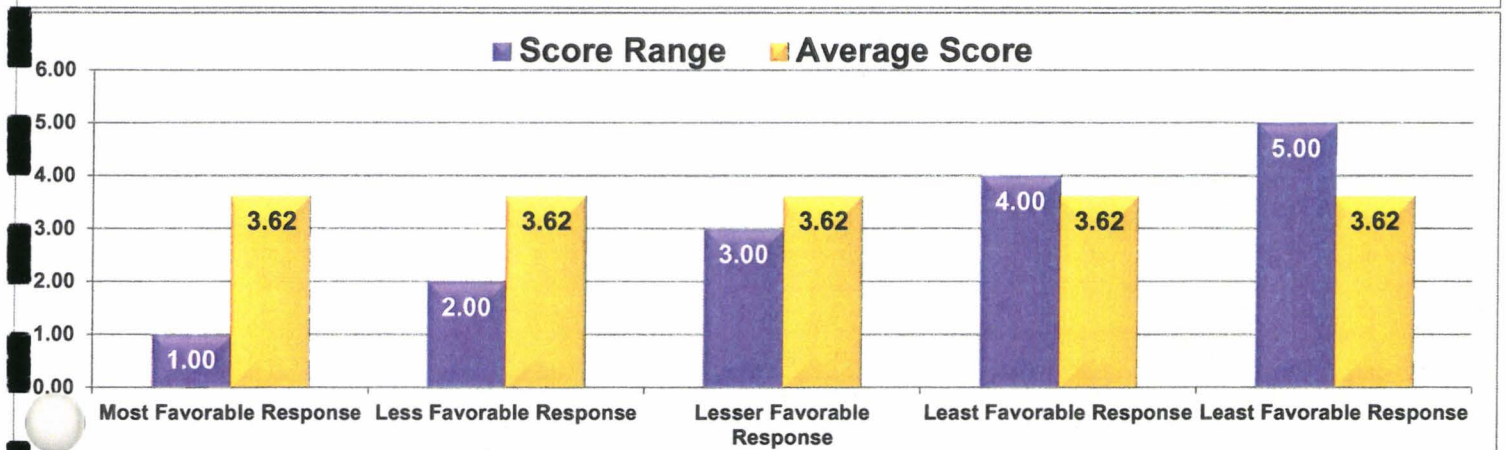
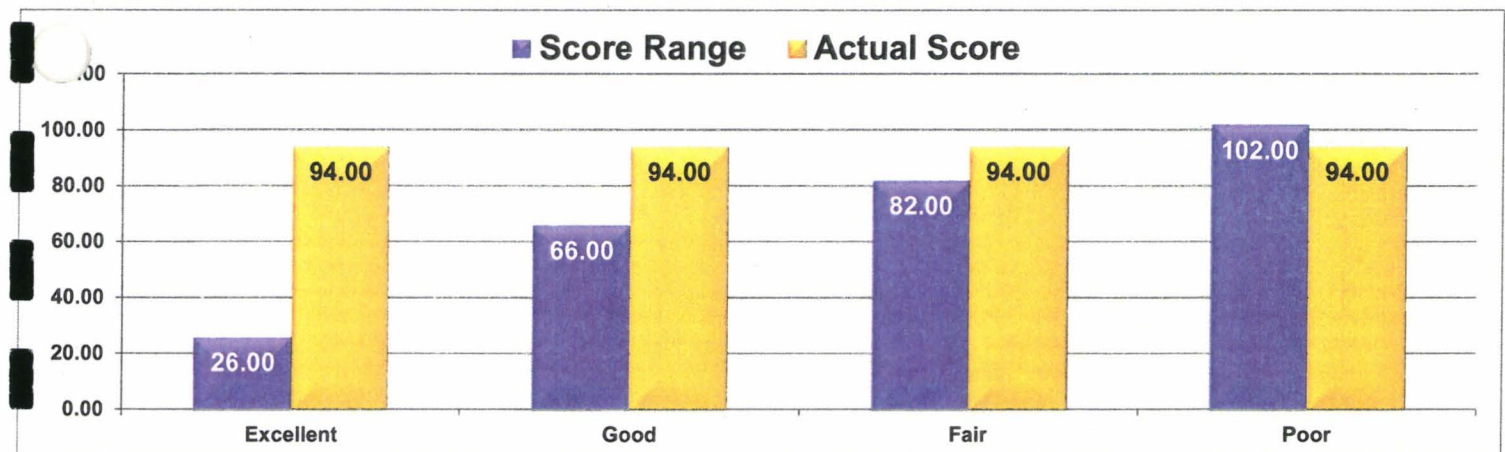


Name (Optional) Katrina Mixon Ethnicity [REDACTED]
Office/Unit Customer Service Delivery/Contact Center Gender Female
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 6/3/2013
Perner # 10074426 Last Day Worked 6/6/2014

Score Description	Score	Response
Most Favorable Response	1	YES
Least Favorable Response	4	NO
Most Favorable Response	1	Just right, not really over or under worked
Less Favorable Response	2	Occasionally heavy, but just about right most of the time
Lesser Favorable Response	3	Not enough, did not fully take up my time
Least Favorable Response	4	Too much for one person
Most Favorable Response	1	Excellent
Less Favorable Response	2	Good
Lesser Favorable Response	3	Fair
Least Favorable Response	4	Poor
Least Favorable Response	5	No Opinion

Description	Score
Excellent	26.000
Good	66.000
Fair	82.000
Poor	102.000

Actual Score
94.000
Average Score
3.615





South Carolina Department of Motor Vehicles

HR-601b
(Est. 3/06)

Exit Interview/Questionnaire

Name (Optional)

Office/Unit

Job Title

Race/Sex

Last Day Worked

Hire Date

1. Please indicate your reason for leaving: JOB offer
2. Did you understand the mission of the agency? ☒ Yes ☐ No
3. Did you ever offer suggestions, relate problems, seek advice or request information from management? ☒ Yes ☐ No
4. If yes, was management responsive? ☒ Yes ☐ No
5. Were you kept informed regarding changes in policies, procedures, and practices of the agency? ☒ Yes ☐ No
6. Would you consider returning to this agency? ☒ Yes ☐ No
7. Were the duties and responsibilities of your position clearly explained to you? ☒ Yes ☐ No
8. Do you feel you received adequate training to perform your job responsibilities? ☒ Yes ☐ No
9. Check the box that best describes your workload.
- ☐ Too much for one person
- ☐ Occasionally heavy, but just about right most of the time
- ☒ Just right, not really over or under worked
- ☐ Not enough, did not fully take up my time

Please use the rating scale in recording your responses in this section:

	Excellent	Good	Fair	Poor	No Opinion
10. Communication between myself and the supervisor	1	2	3	4	5
11. Relationship with my supervisor	1	2	3	4	5
12. Guidance from my supervisor	1	2	3	4	5
13. Relationship with co-workers	1	2	3	4	5
14. Advancement opportunities	1	2	3	4	5
15. Rate of pay for your job	1	2	3	4	5
16. Cooperation and teamwork	1	2	3	4	5
17. Resolving complaints or problems	1	2	3	4	5
18. Working conditions	1	2	3	4	5
19. EPMS program	1	2	3	4	5
20. Fair and equal treatment	1	2	3	4	5
21. Agency recognition program	1	2	3	4	5
22. Communication within the Agency	1	2	3	4	5
23. Communication within your Office/Unit	1	2	3	4	5
24. Responsiveness of the Personnel Office	1	2	3	4	5
25. Agency Training Programs	1	2	3	4	5
26. Orientation	1	2	3	4	5
27. State Government Benefits Package	1	2	3	4	5

28. Do you have suggestions for improving the above?

N/A

29. What did you like about your job and the Agency?

All of the Above

30. What did you dislike about your job and the Agency?

N/A

31. Please share any additional comments or suggestions. Use the reverse of this form if necessary.

N/A

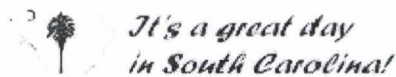
Mitchell, Jamar K

From: **Mitchell, Jamar K**
Sent: Tuesday, January 14, 2014 2:27 PM
To: Human Resources
Subject: RE: SEPARATION 1/9/14 - JUANITA FAVOR MULBROW - CONTACT CENTER

FYI

Attached is the FW: Resignation Letter Effective 1-9-2014 for **Juanita F. Muldrow**.

Jamar Mitchell, Employee Relations Manager
Human Resources
South Carolina Department of Motor Vehicles
10311 Wilson Blvd.
Blythewood, SC 29016
Office: 803-896-9704
Cell: 803-413-4751
Fax: 803-896-9712
Jamar.Mitchell@scdmv.net



Competent, Committed, Courteous ... the qualities of a model employee

The information transmitted is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged SCDMV material. Any review, retransmission, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited. If you received this message in error, please contact the sender and delete the material from any computer.

From: **Juanita Muldrow** (<mailto:juanitamuldrow@gmail.com>)
Sent: Tuesday, January 14, 2014 2:18 PM
To: **Mitchell, Jamar K**
Cc: **Anderson, Darlene S**
Subject: Resignation Letter Effective 1-9-2014

Dear **Darlene**,

I am writing to inform you that I've resigned from my current position. My last day of work was 9 January 2014.

I would like to thank you for having me as part of your team. I am proud to have worked for department of motors vehicles , and I appreciate the time and patience you have shown in training me.I have learn a lot about customer service, and these skills will serve me well in my career.

Please acknowledge this letter of resignation and know that I do apologize for such last minute noticed. I have been fortunate to have been a part of department of motors vehicles, and I wish you every success in the future.



South Carolina Department of Motor Vehicles

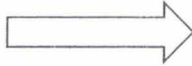
Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Quanta Muldrow Ethnicity Black
Office/Unit Customer Service Delivery/Contact Center Gender Female
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 1/21/2013
Perner # 10077987 Last Day Worked 1/9/2014

1 - Please indicate your reason for leaving here.



Job Offer

- 2 - Did you understand the mission of the agency?
3 - Did you ever offer suggestions, relate problems, seek advice or request information from management?
4 - If yes, was management responsive?
5 - Were you kept informed regarding changes in policies, procedures, and practices of the agency?
6 - Would you consider returning to this agency?
7 - Were the duties and responsibilities of your position clearly explained to you?
8 - Do you feel you received adequate training to perform your job responsibilities?
9 - Check the box that best describes your workload.

Grade	Score
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1

Grade	Score
Just right, not really over or under worked	1

Please use the rating scale in recording your responses in this section:

- 10 - Communication between myself and the supervisor
11 - Relationship with my supervisor
12 - Guidance from my supervisor
13 - Relationship with co-workers
14 - Advancement opportunities
15 - Rate of pay for your job
16 - Cooperation and teamwork
17 - Resolving complaints or problems
18 - Working conditions
19 - EPMS program
20 - Fair and equal treatment
21 - Agency recognition program
22 - Communication within the Agency
23 - Communication within your Office/Unit
24 - Responsiveness of the Personnel Office
25 - Agency Training Programs
26 - Orientation
27 - State Government Benefits Package
28 - Do you have suggestions for improving the above? (Answer in space below)

Grade	Score
Good	2
Good	2
Good	2
Good	2
Good	2
Good	2
Good	2
Good	2
Good	2
Good	2
Good	2
Good	2
Good	2
Good	2
Good	2
Good	2
Good	2

29 - What did you like about your job and the Agency? (Answer in space below)

All of the above

30 - What did you dislike about your job and the Agency? (Answer in space below)



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional)	<u>Juanita Muldrow</u>	Ethnicity	<u>Black</u>
Office/Unit	<u>Customer Service Delivery/Contact Center</u>	Gender	<u>Female</u>
Job Title	<u>Customer Service Specialist/Administrative Specialist II</u>	Hire Date	<u>1/21/2013</u>
Perner #	<u>10077987</u>	Last Day Worked	<u>1/9/2014</u>

31 - Please share any additional comments or suggestions in the space below



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Juanita Muldrow Ethnicity Black
Office/Unit Customer Service Delivery/Contact Center Gender Female
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 1/21/2013
Perner # 10077987 Last Day Worked 1/9/2014

Score Description	Score	Response
Most Favorable Response	1	YES
Least Favorable Response	4	NO
Most Favorable Response	1	Just right, not really over or under worked
Less Favorable Response	2	Occasionally heavy, but just about right most of the time
Lesser Favorable Response	3	Not enough, did not fully take up my time
Least Favorable Response	4	Too much for one person
Most Favorable Response	1	Excellent
Less Favorable Response	2	Good
Lesser Favorable Response	3	Fair
Least Favorable Response	4	Poor
Least Favorable Response	5	No Opinion

Description	Score
Excellent	26.000
Good	66.000
Fair	82.000
Poor	102.000

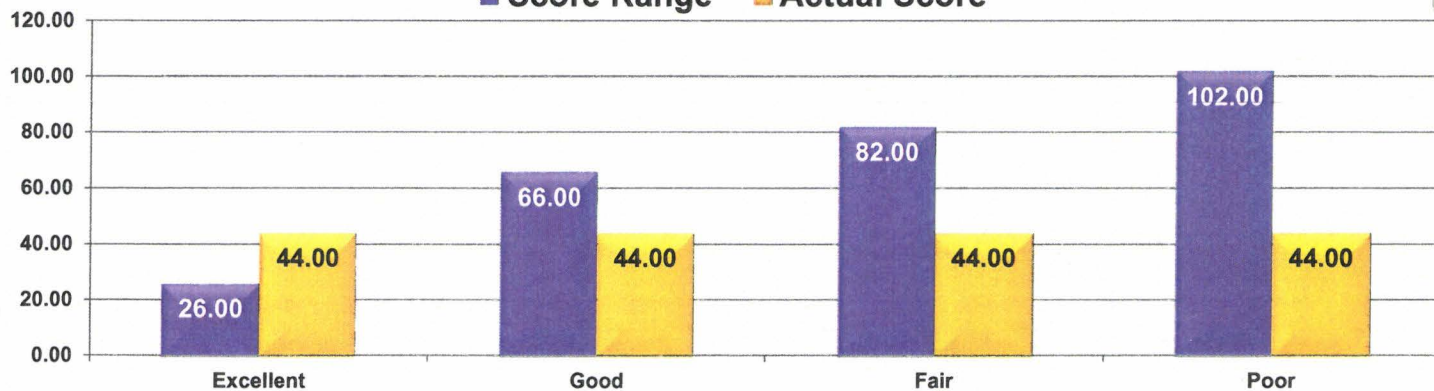
Actual Score

44.000

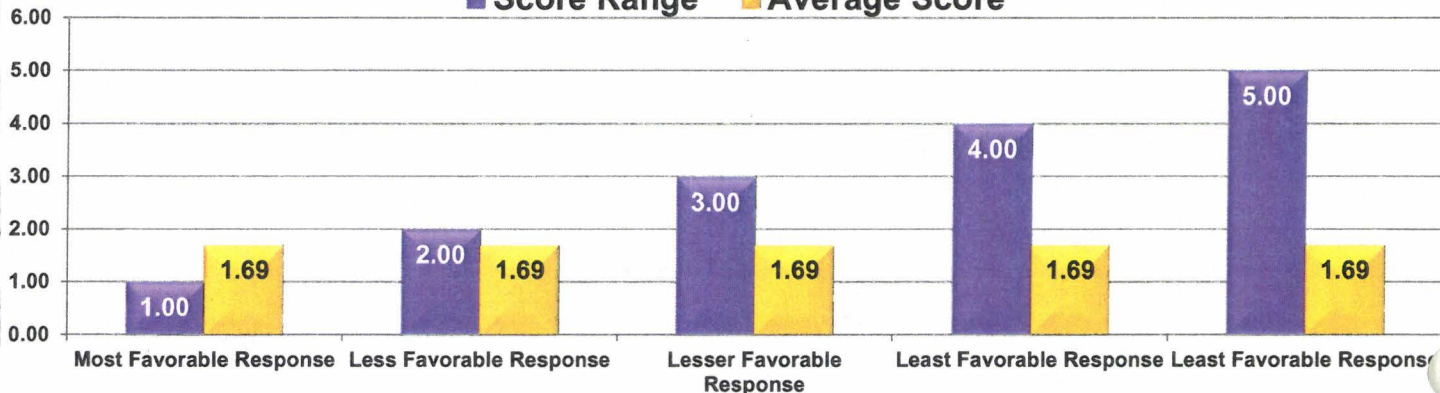
Average Score

1.692

■ Score Range ■ Actual Score



■ Score Range ■ Average Score





South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire



HR-601B (Est. 3/06)
(Grade & Score Version)

Name (Optional) _____ Anonymous _____ Ethnicity White
Office/Unit _____ Customer Service Delivery/Contact Center _____ Gender Female
Job Title _____ Administrative Assistant _____ Hire Date 2/1/1980
Perner # _____ Last Day Worked 1/3/2013

1 - Please indicate your reason for leaving here.



Job Ended

- 2 - Did you understand the mission of the agency?
3 - Did you ever offer suggestions, relate problems, seek advice or request information from management?
4 - If yes, was management responsive?
5 - Were you kept informed regarding changes in policies, procedures, and practices of the agency?
6 - Would you consider returning to this agency?
7 - Were the duties and responsibilities of your position clearly explained to you?
8 - Do you feel you received adequate training to perform your job responsibilities?
9 - Check the box that best describes your workload.

Grade	Score
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1
Grade	Score
Just right, not really over or under worked	1



Just right, not really over or under worked

Please use the rating scale in recording your responses in this section:

	Grade	Score
10 - Communication between myself and the supervisor	Excellent	1
11 - Relationship with my supervisor	Excellent	1
12 - Guidance from my supervisor	Excellent	1
13 - Relationship with co-workers	Excellent	1
14 - Advancement opportunities	Good	2
15 - Rate of pay for your job	Good	2
16 - Cooperation and teamwork	Excellent	1
17 - Resolving complaints or problems	Excellent	1
18 - Working conditions	Excellent	1
19 - EPMS program	Excellent	1
20 - Fair and equal treatment	Excellent	1
21 - Agency recognition program	Excellent	1
22 - Communication within the Agency	Excellent	1
23 - Communication within your Office/Unit	Excellent	1
24 - Responsiveness of the Personnel Office	Excellent	1
25 - Agency Training Programs	Good	2
26 - Orientation	Excellent	1
27 - State Government Benefits Package	Excellent	1
28 - Do you have suggestions for improving the above? (Answer in space below)		

29 - What did you like about your job and the Agency? (Answer in space below)

Freedom to do my job without being micro-managed by my supervisor.

30 - What did you dislike about your job and the Agency? (Answer in space below)



South Carolina Department of Motor Vehicles

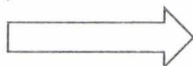
Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) _____ Anonymous (Temporary) _____ Ethnicity White
Office/Unit _____ Customer Service Delivery/Contact Center _____ Gender Female
Job Title _____ Administrative Assistant _____ Hire Date 2/1/1980
Perner # _____ Last Day Worked 1/3/2013

1 - Please indicate your reason for leaving here.



Job Ended

- 2 - Did you understand the mission of the agency?
3 - Did you ever offer suggestions, relate problems, seek advice or request information from management?
4 - If yes, was management responsive?
5 - Were you kept informed regarding changes in policies, procedures, and practices of the agency?
6 - Would you consider returning to this agency?
7 - Were the duties and responsibilities of your position clearly explained to you?
8 - Do you feel you received adequate training to perform your job responsibilities?
9 - Check the box that best describes your workload.

Grade	Score
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1

Grade	Score
Just right, not really over or under worked	1

Please use the rating scale in recording your responses in this section:

- 10 - Communication between myself and the supervisor
11 - Relationship with my supervisor
12 - Guidance from my supervisor
13 - Relationship with co-workers
14 - Advancement opportunities
15 - Rate of pay for your job
16 - Cooperation and teamwork
17 - Resolving complaints or problems
18 - Working conditions
19 - EPMS program
20 - Fair and equal treatment
21 - Agency recognition program
22 - Communication within the Agency
23 - Communication within your Office/Unit
24 - Responsiveness of the Personnel Office
25 - Agency Training Programs
26 - Orientation
27 - State Government Benefits Package
28 - Do you have suggestions for improving the above? (Answer in space below)

Grade	Score
Excellent	1
Excellent	1
Excellent	1
Excellent	1
Good	2
Good	2
Excellent	1
Excellent	1
Excellent	1
Excellent	1
Excellent	1
Excellent	1
Excellent	1
Excellent	1
Good	2
Excellent	1
Excellent	1

29 - What did you like about your job and the Agency? (Answer in space below)

Freedom to do my job without being micro-managed by my supervisor.

30 - What did you dislike about your job and the Agency? (Answer in space below)



South Carolina Department of Motor Vehicles Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional)	Anonymous (Temporary)	Ethnicity	White
Office/Unit	Customer Service Delivery/Contact Center	Gender	Female
Job Title	Administrative Assistant	Hire Date	2/1/1980
Perner #		Last Day Worked	1/3/2013

31 - Please share any additional comments or suggestions in the space below

Great group of individuals to work with.

- Page 2 of 2 -



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)

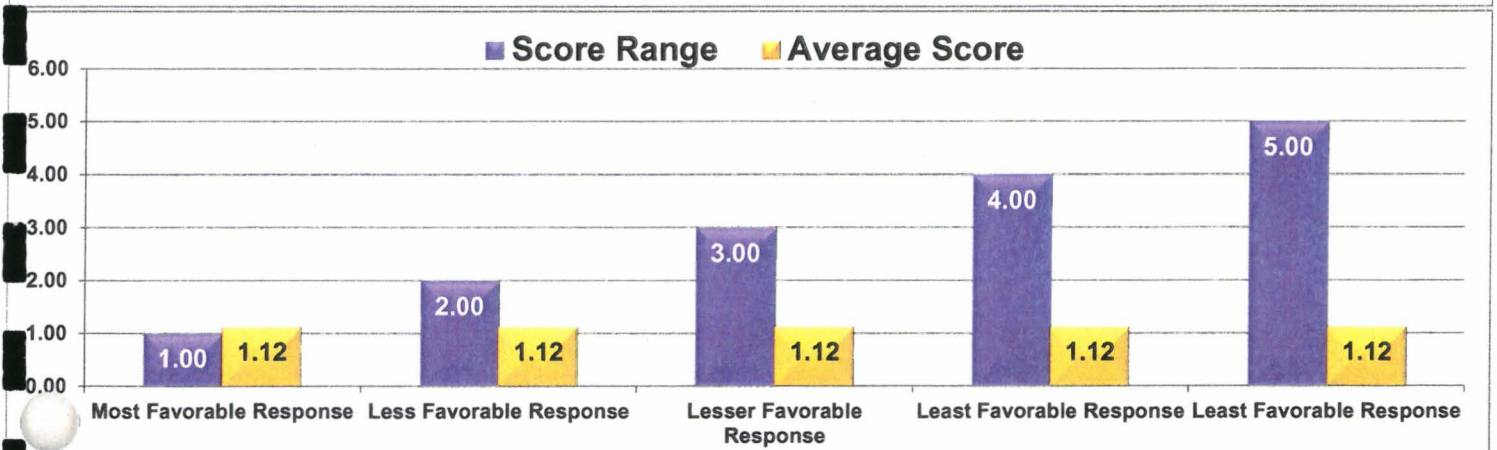
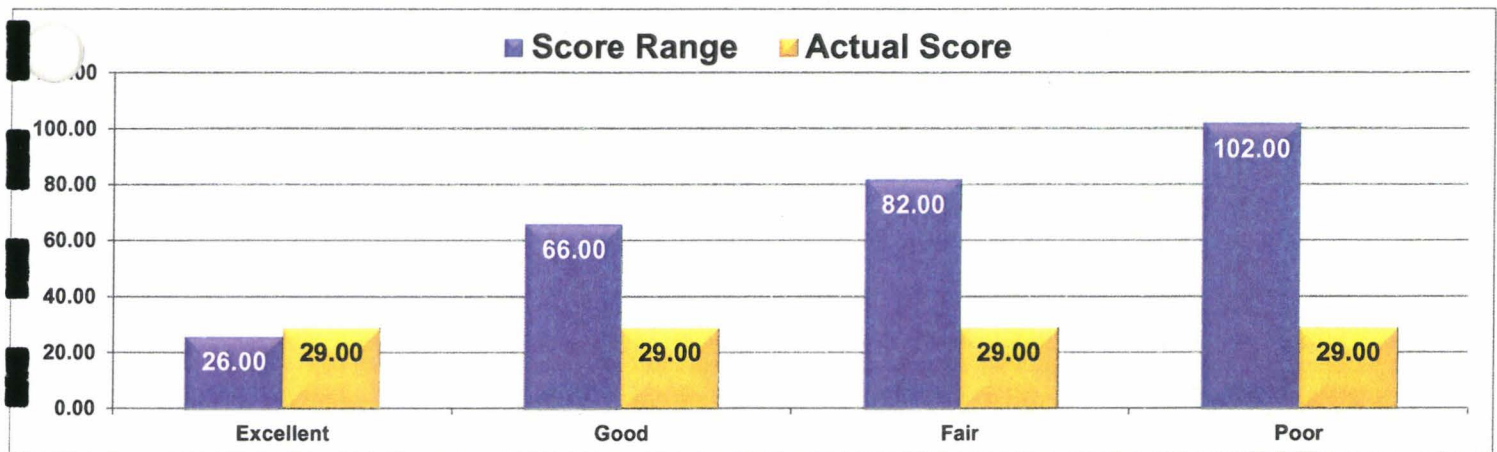


Name (Optional) _____ Anonymous (Temporary) _____ Ethnicity White
Office/Unit _____ Customer Service Delivery/Contact Center _____ Gender Female
Job Title _____ Administrative Assistant _____ Hire Date 2/1/1980
Perner # _____ Last Day Worked 1/3/2013

Score Description	Score	Response
Most Favorable Response	1	YES
Least Favorable Response	4	NO
Most Favorable Response	1	Just right, not really over or under worked
Less Favorable Response	2	Occasionally heavy, but just about right most of the time
Lesser Favorable Response	3	Not enough, did not fully take up my time
Least Favorable Response	4	Too much for one person
Most Favorable Response	1	Excellent
Less Favorable Response	2	Good
Lesser Favorable Response	3	Fair
Least Favorable Response	4	Poor
Least Favorable Response	5	No Opinion

Description	Score
Excellent	26.000
Good	66.000
Fair	82.000
Poor	102.000

Actual Score
29.000
Average Score
1.115



12/12/2013

SCDMV

Attention: Human Resources

10311 Wilson Blvd.

Blythewood, SC 29016

To whom it may concern;

I want to thank the Contact Center and the SCDMV for the opportunity of rejoining the department as an employee. It is with great regret that I have to inform you all that my last day will be effective 12/26/2013 due to family issues.

Thank You,

A large, dark, rectangular redaction box covers the signature area. The signature itself is handwritten in cursive and appears to read "Elizabeth Renee Gamble-Small".

Elizabeth Renee Gamble-Small



South Carolina Department of Motor Vehicles

HR-601b

(Est. 3/06)

Exit Interview/Questionnaire

Name (Optional) BARBARA R. HARRIS Race/Sex FEMALE
Office/Unit CONTACT CENTER Last Day Worked 10/04/13
Job Title ADMIN SPEC II / CUSTOMER SERVICE REP Hire Date 09/25/13

1. Please indicate your reason for leaving: NOT SUITABLE FOR CALL CENTER WORK
2. Did you understand the mission of the agency? ☒ Yes ☐ No
3. Did you ever offer suggestions, relate problems, seek advice or request information from management? ☒ Yes ☐ No
4. If yes, was management responsive? ☒ Yes ☐ No
5. Were you kept informed regarding changes in policies, procedures, and practices of the agency? ☒ Yes ☐ No
6. Would you consider returning to this agency? ☒ Yes ☐ No
7. Were the duties and responsibilities of your position clearly explained to you? ☒ Yes ☐ No
8. Do you feel you received adequate training to perform your job responsibilities? ☒ Yes ☐ No
9. Check the box that best describes your workload.
☐ Too much for one person
☐ Occasionally heavy, but just about right most of the time
☒ Just right, not really over or under worked
☐ Not enough, did not fully take up my time

Please use the rating scale in recording your responses in this section:

	Excellent	Good	Fair	Poor	No Opinion
10. Communication between myself and the supervisor	1	2	3	4	5
11. Relationship with my supervisor	1	2	3	4	5
12. Guidance from my supervisor	1	2	3	4	5
13. Relationship with co-workers	1	2	3	4	5
14. Advancement opportunities	1	2	3	4	5
15. Rate of pay for your job	1	2	3	4	5
16. Cooperation and teamwork	1	2	3	4	5
17. Resolving complaints or problems	1	2	3	4	5
18. Working conditions	1	2	3	4	5
19. EPMS program	1	2	3	4	5
20. Fair and equal treatment	1	2	3	4	5
21. Agency recognition program	1	2	3	4	5
22. Communication within the Agency	1	2	3	4	5
23. Communication within your Office/Unit	1	2	3	4	5
24. Responsiveness of the Personnel Office	1	2	3	4	5
25. Agency Training Programs	1	2	3	4	5
26. Orientation	1	2	3	4	5
27. State Government Benefits Package	1	2	3	4	5

28. Do you have suggestions for improving the above? NO
29. What did you like about your job and the Agency?
The work hours (10 am - 2 pm)
30. What did you dislike about your job and the Agency?
Call center work is ~~not~~ no longer appealing to me.
31. Please share any additional comments or suggestions. Use the reverse of this form if necessary.

NONE

BRI



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Barbara R. Harris (Temporary) Ethnicity _____
Office/Unit Customer Service Delivery/Contact Center Gender Female
Job Title Administrative Assistant Hire Date 9/25/2013
Perner # 10065818 Last Day Worked 10/7/2013

1 - Please indicate your reason for leaving here.



Not suitable for call center work

- 2 - Did you understand the mission of the agency?
3 - Did you ever offer suggestions, relate problems, seek advice or request information from management?
4 - If yes, was management responsive?
5 - Were you kept informed regarding changes in policies, procedures, and practices of the agency?
6 - Would you consider returning to this agency?
7 - Were the duties and responsibilities of your position clearly explained to you?
8 - Do you feel you received adequate training to perform your job responsibilities?
9 - Check the box that best describes your workload.

Grade	Score
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1

Grade	Score
Just right, not really over or under worked	1

Please use the rating scale in recording your responses in this section:

	Grade	Score
10 - Communication between myself and the supervisor	Good	2
11 - Relationship with my supervisor	Good	2
12 - Guidance from my supervisor	Good	2
13 - Relationship with co-workers	Excellent	1
14 - Advancement opportunities	No Opinion	5
15 - Rate of pay for your job	Good	2
16 - Cooperation and teamwork	Excellent	1
17 - Resolving complaints or problems	Excellent	1
18 - Working conditions	Excellent	1
19 - EPMS program	No Opinion	5
20 - Fair and equal treatment	Good	2
21 - Agency recognition program	No Opinion	5
22 - Communication within the Agency	Good	2
23 - Communication within your Office/Unit	Good	2
24 - Responsiveness of the Personnel Office	Fair	3
25 - Agency Training Programs	No Opinion	5
26 - Orientation	Good	2
27 - State Government Benefits Package	No Opinion	5

28 - Do you have suggestions for improving the above? (Answer in space below)

29 - What did you like about your job and the Agency? (Answer in space below)

The Work hours (10 AM - 2PM)

30 - What did you dislike about your job and the Agency? (Answer in space below)

Call center work is no longer appealing to me.



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional)	<u>Barbara R. Harris (Temporary)</u>	Ethnicity	_____
Office/Unit	<u>Customer Service Delivery/Contact Center</u>	Gender	<u>Female</u>
Job Title	<u>Administrative Assistant</u>	Hire Date	<u>9/25/2013</u>
Perner #	<u>10065818</u>	Last Day Worked	<u>10/7/2013</u>

31 - Please share any additional comments or suggestions in the space below



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Barbara R. Harris (Temporary) Ethnicity _____
Office/Unit Customer Service Delivery/Contact Center Gender Female
Job Title Administrative Assistant Hire Date 9/25/2013
Perner # 10065818 Last Day Worked 10/7/2013

Exit Interview/Questionnaire Legend		
Score Description	Score	Response
Most Favorable Response	1	YES
Least Favorable Response	4	NO
Most Favorable Response	1	Just right, not really over or under worked
Less Favorable Response	2	Occasionally heavy, but just about right most of the time
Lesser Favorable Response	3	Not enough, did not fully take up my time
Least Favorable Response	4	Too much for one person
Most Favorable Response	1	Excellent
Less Favorable Response	2	Good
Lesser Favorable Response	3	Fair
Least Favorable Response	4	Poor
Least Favorable Response	5	No Opinion

Description	Score
Excellent	26.000
Good	66.000
Fair	82.000
Poor	102.000

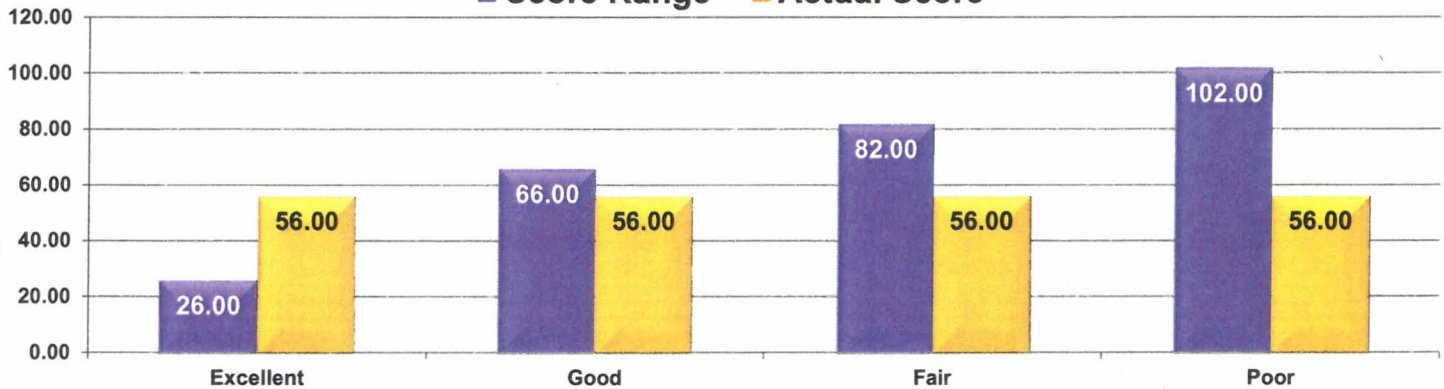
Actual Score

56.000

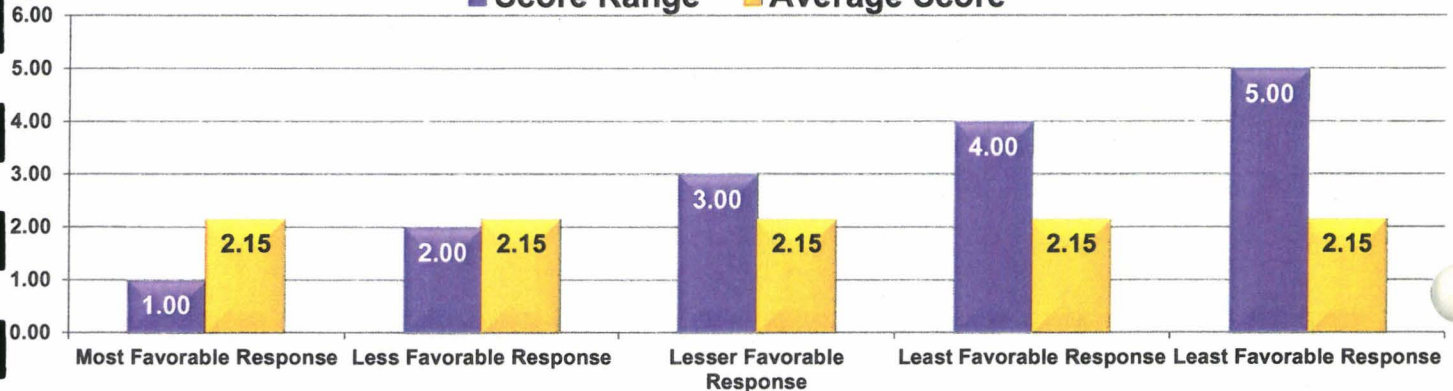
Average Score

2.154

■ Score Range ■ Actual Score



■ Score Range ■ Average Score





South Carolina Department of Motor Vehicles

HR-601C
(Rev. 9/08)

Notice of Employee Separation

Employee Information

Employee Name:	Taneisha Shakura Franklin	SSN:	47-93-3616
Section Number:	4750	Position Number:	
Class:	Customer Service Specialist	Slot:	
Last Day of Employment:	November 20, 2013	Supervisor Name:	Melissa Cisson

Reason for Separation

01-LACK OF WORK <input type="checkbox"/> 0100 No other information <input type="checkbox"/> 0101 Reduction in force <input type="checkbox"/> 0102 Job eliminated <input type="checkbox"/> 0103 Reorganization <input type="checkbox"/> 0106 End of temporary employment <input type="checkbox"/> 0107 End of seasonal employment <input type="checkbox"/> 0108 Project completed <input type="checkbox"/> 0111 Partially unemployed reduced hours <input type="checkbox"/> 0116 Temporary 03- QUIT <input type="checkbox"/> 0300 Reason unknown <input type="checkbox"/> 0301 Abandoned job <input type="checkbox"/> 0302 Walked off job <input type="checkbox"/> 0303 Did not return from leave <input type="checkbox"/> 0304 Did not return from layoff <input checked="" type="checkbox"/> 0305 Personal-not job related <input type="checkbox"/> 0306 School <input type="checkbox"/> 0307 Marriage <input type="checkbox"/> 0308 Relocate <input type="checkbox"/> 0309 Family obligations <input type="checkbox"/> 0310 Unable to obtain babysitter <input type="checkbox"/> 0311 Transportation <input type="checkbox"/> 0315 Accept other job <input type="checkbox"/> 0316 Go into own business <input type="checkbox"/> 0320 Illness <input type="checkbox"/> 0321 Maternity <input type="checkbox"/> 0326 Enter Military <input type="checkbox"/> 0330 Dissatisfaction-work hours <input type="checkbox"/> 0331 Dissatisfaction-salary <input type="checkbox"/> 0332 Dissatisfaction-working conditions <input type="checkbox"/> 0333 Dissatisfaction-performance review <input type="checkbox"/> 0334 Dissatisfaction-supervisor <input type="checkbox"/> 0335 Dissatisfaction-policies	04-DISCHARGE <input type="checkbox"/> 0400 No other information <input type="checkbox"/> 0401 Insubordination <input type="checkbox"/> 0402 Violation of rules or policies <input type="checkbox"/> 0403 Violation of safety rules <input type="checkbox"/> 0404 Reported under influences of alcohol <input type="checkbox"/> 0405 Reported under influence of drugs <input type="checkbox"/> 0410 Destruction of property - willful <input type="checkbox"/> 0411 Destruction of property-carelessness <input type="checkbox"/> 0412 Fighting <input type="checkbox"/> 0413 Leaving work station <input type="checkbox"/> 0415 Falsification of employment application <input type="checkbox"/> 0416 Dishonesty-falsified records <input type="checkbox"/> 0417 Dishonesty-unauthorized removal of property <input type="checkbox"/> 0418 Dishonesty-monetary theft <input type="checkbox"/> 0419 Dishonesty-other <input type="checkbox"/> 0425 Absenteeism-unreported <input type="checkbox"/> 0426 Absenteeism-excessive and/or unauthorized <input type="checkbox"/> 0428 Tardiness-frequent <input type="checkbox"/> 0432 Excessive garnishments <input type="checkbox"/> 0436 Quality of work <input type="checkbox"/> 0436 Quantity of work <input type="checkbox"/> 0438 Poor performance <input type="checkbox"/> 0439 Probationary-not qualified for job <input type="checkbox"/> 0440 Poor judgment-no misconduct <input type="checkbox"/> 0441 Lack of technical knowledge <input type="checkbox"/> 0451 Inability to work-illness	08-RETIREMENT <input type="checkbox"/> 0800 No other information <input type="checkbox"/> 0801 Voluntary-with pension <input type="checkbox"/> 0803 Voluntary-without pension <input type="checkbox"/> 0806 Contractual-with pension <input type="checkbox"/> 0808 Contractual-without pension <input type="checkbox"/> 0811 Involuntary-with pension <input type="checkbox"/> 0813 Involuntary-without pension <input type="checkbox"/> 0816 Disability-job related <input type="checkbox"/> 0817 Disability-not job related 90-MISCELLANEOUS <input type="checkbox"/> 9000 No information whatsoever <input type="checkbox"/> 9001 Refusal to work <input type="checkbox"/> 9004 Disciplinary suspension <input type="checkbox"/> 9099 Death
--	---	--

Is the employee transferring to another State agency? ☐ Yes ☒ No

If yes, what agency or subsidiary? _____

Is there a letter of resignation? ☐ Yes ☒ No If yes, please attach.

Remarks:

Manager Signature: _____ Date: _____

Human Resources: Jamar Mitchell Date: 11/21/13

Date Received by Human Resources: 11/21/13

September 24, 2013

Dear Mrs. Anderson

It is with sincere regret that I am resigning my position with SCDMV, effective October 2, 2013 due to my 4 year old son's health condition at this time. It has been a pleasure to serve the citizens of this state and I wish this division continued success in their efforts to provide outstanding customer service.

Sincerely,

April D. Robinson

CC: Melissa Cisson, Deputy Director



South Carolina Department of Motor Vehicles

HR-601C
(Rev. 9/08)

Notice of Employee Separation

Employee Information

Employee Name: [REDACTED]		SSN: [REDACTED]	
Section Number: 4750		Position Number: P60030727	
Class:		Slot:	
Last Day of Employment: 09/05/2013		Supervisor Name: Darlene S. Anderson	

Reason for Separation

01-LACK OF WORK <input type="checkbox"/> 0100 No other information <input type="checkbox"/> 0101 Reduction in force <input type="checkbox"/> 0102 Job eliminated <input type="checkbox"/> 0103 Reorganization <input type="checkbox"/> 0106 End of temporary employment <input type="checkbox"/> 0107 End of seasonal employment <input type="checkbox"/> 0108 Project completed <input type="checkbox"/> 0111 Partially unemployed reduced hours <input type="checkbox"/> 0116 Temporary 03- QUIT <input type="checkbox"/> 0300 Reason unknown <input type="checkbox"/> 0301 Abandoned job <input checked="" type="checkbox"/> 0302 Walked off job <input type="checkbox"/> 0303 Did not return from leave <input type="checkbox"/> 0304 Did not return from layoff <input type="checkbox"/> 0305 Personal-not job related <input type="checkbox"/> 0306 School <input type="checkbox"/> 0307 Marriage <input type="checkbox"/> 0308 Relocate <input type="checkbox"/> 0309 Family obligations <input type="checkbox"/> 0310 Unable to obtain babysitter <input type="checkbox"/> 0311 Transportation <input type="checkbox"/> 0315 Accept other job <input type="checkbox"/> 0316 Go into own business <input type="checkbox"/> 0320 Illness <input type="checkbox"/> 0321 Maternity <input type="checkbox"/> 0326 Enter Military <input type="checkbox"/> 0330 Dissatisfaction-work hours <input type="checkbox"/> 0331 Dissatisfaction-salary <input type="checkbox"/> 0332 Dissatisfaction-working conditions <input type="checkbox"/> 0333 Dissatisfaction-performance review <input type="checkbox"/> 0334 Dissatisfaction-supervisor <input type="checkbox"/> 0335 Dissatisfaction-policies	04-DISCHARGE <input type="checkbox"/> 0400 No other information <input type="checkbox"/> 0401 Insubordination <input type="checkbox"/> 0402 Violation of rules or policies <input type="checkbox"/> 0403 Violation of safety rules <input type="checkbox"/> 0404 Reported under influences of alcohol <input type="checkbox"/> 0405 Reported under influence of drugs <input type="checkbox"/> 0410 Destruction of property - willful <input type="checkbox"/> 0411 Destruction of property-carelessness <input type="checkbox"/> 0412 Fighting <input type="checkbox"/> 0413 Leaving work station <input type="checkbox"/> 0415 Falsification of employment application <input type="checkbox"/> 0416 Dishonesty-falsified records <input type="checkbox"/> 0417 Dishonesty-unauthorized removal of property <input type="checkbox"/> 0418 Dishonesty-monetary theft <input type="checkbox"/> 0419 Dishonesty-other <input type="checkbox"/> 0425 Absenteeism-unreported <input type="checkbox"/> 0426 Absenteeism-excessive and/or unauthorized <input type="checkbox"/> 0428 Tardiness-frequent <input type="checkbox"/> 0432 Excessive garnishments <input type="checkbox"/> 0436 Quality of work <input type="checkbox"/> 0436 Quantity of work <input type="checkbox"/> 0438 Poor performance <input type="checkbox"/> 0439 Probationary-not qualified for job <input type="checkbox"/> 0440 Poor judgment-no misconduct <input type="checkbox"/> 0441 Lack of technical knowledge <input type="checkbox"/> 0451 Inability to work-illness	08-RETIREMENT <input type="checkbox"/> 0800 No other information <input type="checkbox"/> 0801 Voluntary-with pension <input type="checkbox"/> 0803 Voluntary-without pension <input type="checkbox"/> 0806 Contractual-with pension <input type="checkbox"/> 0808 Contractual-without pension <input type="checkbox"/> 0811 Involuntary-with pension <input type="checkbox"/> 0813 Involuntary-without pension <input type="checkbox"/> 0816 Disability-job related <input type="checkbox"/> 0817 Disability-not job related 90-MISCELLANEOUS <input type="checkbox"/> 9000 No information whatsoever <input type="checkbox"/> 9001 Refusal to work <input type="checkbox"/> 9004 Disciplinary suspension <input type="checkbox"/> 9099 Death
--	---	--

Is the employee transferring to another State agency? ☐ Yes ☒ No

If yes, what agency or subsidiary? _____

Is there a letter of resignation? ☐ Yes ☒ No If yes, please attach.

Remarks:

Manager Signature: _____

Date: 9/5/13

Human Resources: _____

Date: 9/5/13

Date Received by Human Resources: 9/5/13



South Carolina Department of Motor Vehicles

HR-601b
(Est. 3/06)

Exit Interview/Questionnaire

Name (Optional) Robert L. Horton, Jr. Race/Sex W/M
Office/Unit Alternative Media Last Day Worked 2/22/2013
Job Title Administrative Specialist II Hire Date 3/19/2012

1. Please indicate your reason for leaving: Health Reasons
2. Did you understand the mission of the agency? ☒ Yes ☐ No
3. Did you ever offer suggestions, relate problems, seek advice or request information from management? ☒ Yes ☐ No
4. If yes, was management responsive? ☒ Yes ☐ No
5. Were you kept informed regarding changes in policies, procedures, and practices of the agency? ☒ Yes ☐ No
6. Would you consider returning to this agency? ☒ Yes ☐ No
7. Were the duties and responsibilities of your position clearly explained to you? ☒ Yes ☐ No
8. Do you feel you received adequate training to perform your job responsibilities? ☒ Yes ☐ No
9. Check the box that best describes your workload.
- ☐ Too much for one person
- ☒ Occasionally heavy, but just about right most of the time
- ☐ Just right, not really over or under worked
- ☐ Not enough, did not fully take up my time

Please use the rating scale in recording your responses in this section:

	Excellent	Good	Fair	Poor	No Opinion
10. Communication between myself and the supervisor	1	2	3	4	5
11. Relationship with my supervisor	1	2	3	4	5
12. Guidance from my supervisor	1	2	3	4	5
13. Relationship with co-workers	1	2	3	4	5
14. Advancement opportunities	1	2	3	4	5
15. Rate of pay for your job	1	2	3	4	5
16. Cooperation and teamwork	1	2	3	4	5
17. Resolving complaints or problems	1	2	3	4	5
18. Working conditions	1	2	3	4	5
19. EPMS program	1	2	3	4	5
20. Fair and equal treatment	1	2	3	4	5
21. Agency recognition program	1	2	3	4	5
22. Communication within the Agency	1	2	3	4	5
23. Communication within your Office/Unit	1	2	3	4	5
24. Responsiveness of the Personnel Office	1	2	3	4	5
25. Agency Training Programs	1	2	3	4	5
26. Orientation	1	2	3	4	5
27. State Government Benefits Package	1	2	3	4	5

28. Do you have suggestions for improving the above?

see attached

29. What did you like about your job and the Agency?

see attached

30. What did you dislike about your job and the Agency?

see attached

31. Please share any additional comments or suggestions. Use the reverse of this form if necessary.

Robert L. Horton, Jr.
1026 Paces Run Ct.
Columbia, SC 29223

February 22, 2013

Human Resources Dept.
SCDMV
10311 Wilson Blvd.
Blythewood, SC 29016

Dear Mr. Martin:

In response to question 28 on the Exit Interview/Questionnaire, I do have a suggestion for improving. (#14, #15)

As far as advancement opportunities, although money is a colossal motivator, I feel that stage in the department can serve the purpose as well.

For example, when I was initially hired into my department, certain duties were passed to the new employees that were considered menial. This was perfectly fine with me since I am accustomed to the practice from years of being employed in various settings. What concerned me, however, was when the time came to pass the torch [so to speak] it circumvented certain employees. Also, when it came to being taught new responsibilities in the department, newer employees were given the opportunity before their predecessors. Therefore, my suggestion would be to at least *offer the opportunity* to individuals based on their arrival in the department. Experience has dictated this gives one a sense of seniority/advancement in the department in lieu of capital.

Question 29: What did you like about your job and the agency? (#10, #11, #12, #13, #18, #24)

The working environment in Alternative Media is exceptionally favorable to successful accomplishment of duties in a timely manner. I especially liked the camaraderie of my workfellows and the fact that everyone was willing to help out when things got a bit less manageable. I also enjoyed the guidance and thorough explanations from my superiors and coworkers when I asked about anything concerning DMV issues. Their thorough knowledge of policy and procedure was comparable to fresh air. The agency as a whole stood as a model of excellence and perfection for me.

Question 30: What did you dislike about your job and the agency? (#17, #22)

What stands out the most about my assignments that I couldn't understand is the fact that much incoming mail arrived in alternative media that did not have its place in the department. When an attempt to rectify the problem in favor of the customer was

Human Resources

February 22, 2013

Page 2

initiated, I found more road blocks than solutions. Many of the items I received via the postal service are time sensitive. In fact, one department even charges customers additional fees if the customer wanted expedited service. This could hardly be accomplished if the article arrives in the wrong place repeatedly because of an address on a required form hasn't been corrected in years. To add to the hindrance, the article isn't presented to the correct department until days later in some instances.

I honestly cannot say I disliked anything about the agency as a whole. SCDMV shows itself committed to excellence and competence. Opening your doors through Vet Success was a blessing for many of us. For this I thank you.

Sincerely,

A handwritten signature in blue ink, which appears to read "Robert L. Horton, Jr.", is written over a large black rectangular redaction mark.

Robert L. Horton, Jr.

Admin Specialist II

Alternative Media



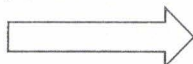
South Carolina Department of Motor Vehicles Exit Interview/Questionnaire



HR-601B (Est. 3/06)
(Grade & Score Version)

Name (Optional) Robert L. Horton Jr. Ethnicity African American
Office/Unit Customer Service Delivery/Alternative Media Gender Male
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 3/19/2012
Perner # _____ Last Day Worked 2/22/2013

1 - Please indicate your reason for leaving here.



Health Reasons

- 2 - Did you understand the mission of the agency?
3 - Did you ever offer suggestions, relate problems, seek advice or request information from management?
4 - If yes, was management responsive?
5 - Were you kept informed regarding changes in policies, procedures, and practices of the agency?
6 - Would you consider returning to this agency?
7 - Were the duties and responsibilities of your position clearly explained to you?
8 - Do you feel you received adequate training to perform your job responsibilities?
9 - Check the box that best describes your workload.

Grade	Score
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1

Grade	Score
Occasionally heavy, but just about right most of the time	2

Please use the rating scale in recording your responses in this section:

- 10 - Communication between myself and the supervisor
11 - Relationship with my supervisor
12 - Guidance from my supervisor
13 - Relationship with co-workers
14 - Advancement opportunities
15 - Rate of pay for your job
16 - Cooperation and teamwork
17 - Resolving complaints or problems
18 - Working conditions
19 - EPMS program
20 - Fair and equal treatment
21 - Agency recognition program
22 - Communication within the Agency
23 - Communication within your Office/Unit
24 - Responsiveness of the Personnel Office
25 - Agency Training Programs
26 - Orientation
27 - State Government Benefits Package
28 - Do you have suggestions for improving the above? (Answer in space below)

Grade	Score
Excellent	1
Excellent	1
Excellent	1
Good	2
Poor	4
Poor	4
Good	2
Poor	4
Excellent	1
No Opinion	5
Fair	3
Excellent	1
Poor	4
Good	2
Excellent	1
Fair	3
Good	2
Good	2

I do have a suggestions for improving. As far as advancement opportunities, although money is a colossal motivator, I feel that stage in the department can serve the purpose well. For example, when I was initially hired into my department, certain duties were passed to the new employees that were considered menial. This was perfectly fine with me since I am accustomed to the practice for years of being employed in various settings. What concerned me, however, is when the time came to pass the torch (so to speak) it circumvented certain employees. Also, when it came to being taught new responsibilities in the department, newer employees were given the opportunity before their predecessors. Therefore, my suggestion would be to at least offer the opportunity to individuals based on their arrival in the department. Experience has dictated this gives one a sense of seniority/advancement in the department in lieu of capital.

29 - What did you like about your job and the Agency? (Answer in space below)

The working environment in Alternative Media is exceptionally favorable to successful accomplishment of their duties in a timely manner. I expecially liked the camaraderie of my workfellows and the fact that everyone was willing to help out when things got a bit less manageable. I also enjoyed the guidance and thorough explanations from my superiors and coworkers when I asked about anything concerning DMV



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional)	<u>Lauren Brooks</u>	Ethnicity	<u>White</u>
Office/Unit	<u>Customer Service Delivery/Contact Center</u>	Gender	<u>Female</u>
Job Title	<u>Customer Service Specialist/Administrative Specialist II</u>	Hire Date	<u>8/2/2012</u>
Perner #	<u>10068247</u>	Last Day Worked	<u>11/30/2012</u>



South Carolina Department of Motor Vehicles

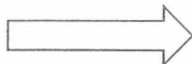
Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Robert L. Horton Jr. Ethnicity African American
Office/Unit Customer Service Delivery/Alternative Media Gender Male
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 3/19/2012
Perner # _____ Last Day Worked 2/22/2013

1 - Please indicate your reason for leaving here.



Health Reasons

- 2 - Did you understand the mission of the agency?
3 - Did you ever offer suggestions, relate problems, seek advice or request information from management?
4 - If yes, was management responsive?
5 - Were you kept informed regarding changes in policies, procedures, and practices of the agency?
6 - Would you consider returning to this agency?
7 - Were the duties and responsibilities of your position clearly explained to you?
8 - Do you feel you received adequate training to perform your job responsibilities?
9 - Check the box that best describes your workload.

Grade	Score
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1

Grade	Score
Occasionally heavy, but just about right most of the time	2

Please use the rating scale in recording your responses in this section:

- 10 - Communication between myself and the supervisor
11 - Relationship with my supervisor
12 - Guidance from my supervisor
13 - Relationship with co-workers
14 - Advancement opportunities
15 - Rate of pay for your job
16 - Cooperation and teamwork
17 - Resolving complaints or problems
18 - Working conditions
19 - EPMS program
20 - Fair and equal treatment
21 - Agency recognition program
22 - Communication within the Agency
23 - Communication within your Office/Unit
24 - Responsiveness of the Personnel Office
25 - Agency Training Programs
26 - Orientation
27 - State Government Benefits Package
28 - Do you have suggestions for improving the above? (Answer in space below)

Grade	Score
Excellent	1
Excellent	1
Excellent	1
Good	2
Poor	4
Poor	4
Good	2
Poor	4
Excellent	1
No Opinion	5
Fair	3
Excellent	1
Poor	4
Good	2
Excellent	1
Fair	3
Good	2
Good	2

I do have a suggestions for improving. As far as advancement opportunities, although money is a colossal motivator, I feel that stage in the department can serve the purpose well. For example, when I was initially hired into my department, certain duties were passed to the new employees that were considered menial. This was perfectly fine with me since I am accustomed to the practice for years of being employed in various settings. What concerned me, however, is when the time came to pass the torch (so to speak) it circumvented certain employees. Also, when it came to being taught new responsibilities in the department, newer employees were given the opportunity before their predecessors. Therefore, my suggestion would be to at least offer the opportunity to individuals based on their arrival in the department. Experience has dictated this gives one a sense of seniority/advancement in the department in lieu of capital.

- 29 - What did you like about your job and the Agency? (Answer in space below)

The working environment in Alternative Media is exceptionally favorable to successful accomplishment of their duties in a timely manner. I expecially liked the camaraderie of my workfellows and the fact that everyone was willing to help out when things got a bit less manageable. I also enjoyed the guidance and thorough explanations from my superiors and coworkers when I asked about anything concerning DMV



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Robert L. Horton Jr. Ethnicity African American
Office/Unit Customer Service Delivery/Alternative Media Gender Male
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 3/19/2012
Perner # _____ Last Day Worked 2/22/2013

issues. Their thorough knowledge of policy and procedure was comparable to fresh air. the agency as a whole stood as a model of excellence and perfection for me.

30 - What did you dislike about your job and the Agency? (Answer in space below)

What stands out the most about my assignments that I couldn't understand is the fact that much incoming mail arrived in alternative media that did not have its place in the department. When an attempt to rectify the problem in favor of the customer was initiated, I found more road blocks than solutions. Many of the items I received via the postal service are time sensitive. In fact, one department even charged customers additional fees if the customer wanted expedited service. This could hardly be accomplished if the article arrives in the wrong place repeatedly because of an address on a required form hasn't been corrected in years. To add to the hindrance, the article isn't presented to the correct department until days later in some instances.

- Page 1 of 2 -

31 - Please share any additional comments or suggestions in the space below



South Carolina Department of Motor Vehicles Exit Interview/Questionnaire



HR-601B (Est. 3/06)
(Grade & Score Version)

Name (Optional) Robert L. Horton Jr. Ethnicity African American
Office/Unit Customer Service Delivery/Alternative Media Gender Male
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 3/19/2012
Perner # _____ Last Day Worked 2/22/2013

I honestly cannot say I disliked anything about the agency as a whole. SCDMV shows itself committed to excellence and competence. Opening your doors through Vet Success was a blessing for many of us. For this I thank you.

- Page 2 of 2 -

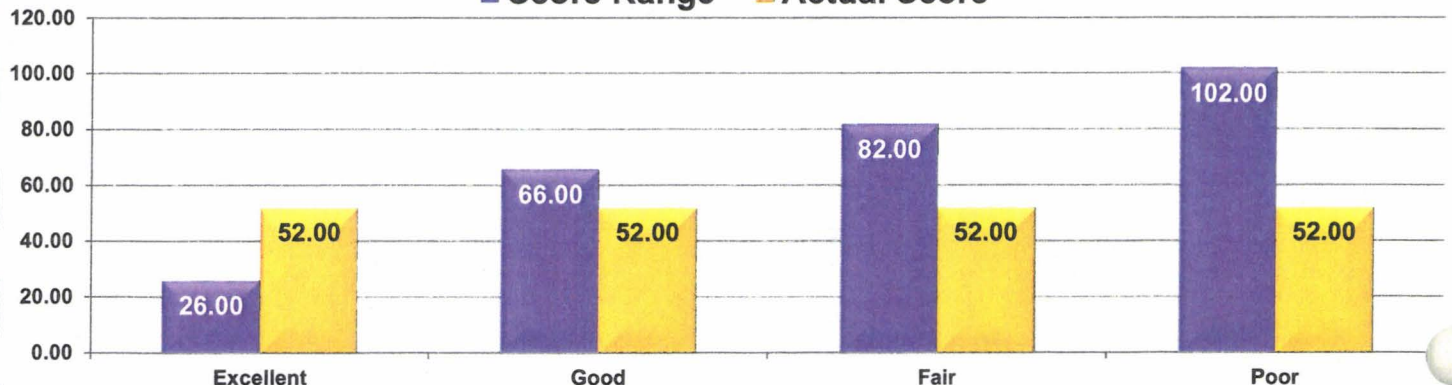
Exit Interview/Questionnaire Legend		
Score Description	Score	Response
Most Favorable Response	1	YES
Least Favorable Response	4	NO
Most Favorable Response	1	Just right, not really over or under worked
Less Favorable Response	2	Occasionally heavy, but just about right most of the time
Lesser Favorable Response	3	Not enough, did not fully take up my time
Least Favorable Response	4	Too much for one person
Most Favorable Response	1	Excellent
Less Favorable Response	2	Good
Lesser Favorable Response	3	Fair
Least Favorable Response	4	Poor
Least Favorable Response	5	No Opinion

Description	Score
Excellent	26.000
Good	66.000
Fair	82.000
Poor	102.000

Actual Score
52.000

Average Score
2.000

■ Score Range ■ Actual Score



■ Score Range ■ Average Score

6.00

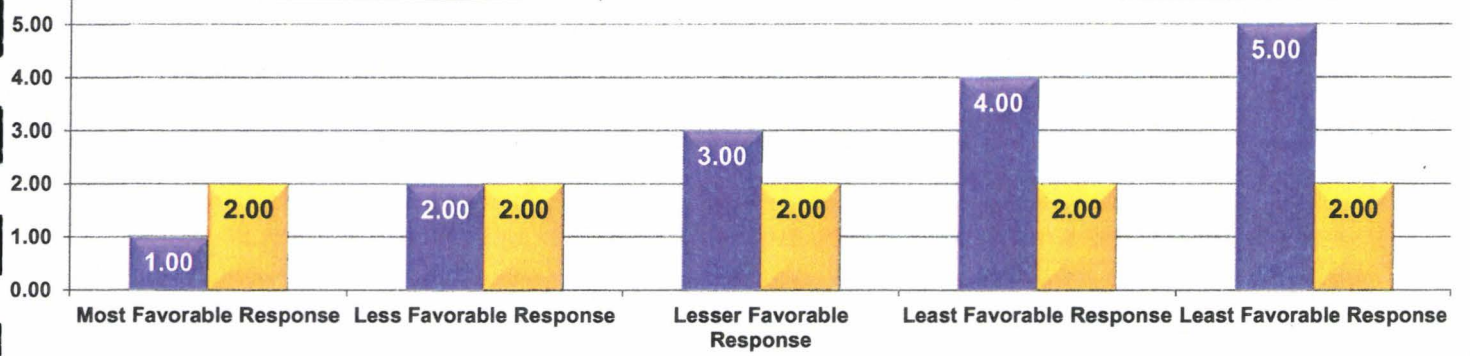


South Carolina Department of Motor Vehicles Exit Interview/Questionnaire



HR-601B (Est. 3/06)
(Grade & Score Version)

Name (Optional)	Robert L. Horton Jr.	Ethnicity	African American
Office/Unit	Customer Service Delivery/Alternative Media	Gender	Male
Job Title	Customer Service Specialist/Administrative Specialist II	Hire Date	3/19/2012
Perner #		Last Day Worked	2/22/2013





South Carolina Department of Motor Vehicles

HR-601b
(Est. 3/06)

Exit Interview/Questionnaire

Name (Optional)

Lauren Brooks

Race/Sex

W / F

Office/Unit

DMV Call Center

Last Day Worked

11 / 30 / 2012

Job Title

Customer Service

Hire Date

8 / 2 / 2012

1. Please indicate your reason for leaving: found new job
2. Did you understand the mission of the agency? ☒ Yes ☐ No
3. Did you ever offer suggestions, relate problems, seek advice or request information from management? ☒ Yes ☐ No
4. If yes, was management responsive? ☒ Yes ☐ No
5. Were you kept informed regarding changes in policies, procedures, and practices of the agency? ☒ Yes ☐ No
6. Would you consider returning to this agency? ☒ Yes ☐ No
7. Were the duties and responsibilities of your position clearly explained to you? ☒ Yes ☐ No
8. Do you feel you received adequate training to perform your job responsibilities? ☒ Yes ☐ No
9. Check the box that best describes your workload.
☐ Too much for one person
☒ Occasionally heavy, but just about right most of the time
☐ Just right, not really over or under worked
☐ Not enough, did not fully take up my time

Please use the rating scale in recording your responses in this section:

	Excellent	Good	Fair	Poor	No Opinion
10. Communication between myself and the supervisor	1	2	(3)	4	5
11. Relationship with my supervisor	1	(2)	3	4	5
12. Guidance from my supervisor	1	(2)	3	4	5
13. Relationship with co-workers	1	(2)	3	4	5
14. Advancement opportunities	1	2	3	(4)	5
15. Rate of pay for your job	1	2	3	(4)	5
16. Cooperation and teamwork	1	2	(3)	4	5
17. Resolving complaints or problems	1	2	(3)	4	5
18. Working conditions	1	(2)	3	4	5
19. EPMS program	1	(2)	3	4	5
20. Fair and equal treatment	1	2	(3)	4	5
21. Agency recognition program	1	2	3	(4)	5
22. Communication within the Agency	1	2	(3)	4	5
23. Communication within your Office/Unit	1	2	(3)	4	5
24. Responsiveness of the Personnel Office	1	2	(3)	4	5
25. Agency Training Programs	1	2	3	(4)	5
26. Orientation	1	(2)	3	4	5
27. State Government Benefits Package	1	(2)	3	4	5

28. Do you have suggestions for improving the above?
Training needs to be updated and more specific
29. What did you like about your job and the Agency?
since almost every call is different, explanation of appendices and other references would be helpful helping people and my work being acknowledged by callers
30. What did you dislike about your job and the Agency?
Disgruntled callers, foul language, an unsupportive supervisor, unacknowledged work by night
31. Please share any additional comments or suggestions. Use the reverse of this form if necessary.



South Carolina Department of Motor Vehicles

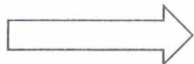
Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Lauren Brooks Ethnicity White
Office/Unit Customer Service Delivery/Contact Center Gender Female
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 8/2/2012
Perner # 10068247 Last Day Worked 11/30/2012

1 - Please indicate your reason for leaving here.



Found new job

- 2 - Did you understand the mission of the agency?
3 - Did you ever offer suggestions, relate problems, seek advice or request information from management?
4 - If yes, was management responsive?
5 - Were you kept informed regarding changes in policies, procedures, and practices of the agency?
6 - Would you consider returning to this agency?
7 - Were the duties and responsibilities of your position clearly explained to you?
8 - Do you feel you received adequate training to perform your job responsibilities?
9 - Check the box that best describes your workload.

Grade	Score
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1
NO	4



Grade	Score
Occasionally heavy, but just about right most of the time	2

Please use the rating scale in recording your responses in this section:

- 10 - Communication between myself and the supervisor
11 - Relationship with my supervisor
12 - Guidance from my supervisor
13 - Relationship with co-workers
14 - Advancement opportunities
15 - Rate of pay for your job
16 - Cooperation and teamwork
17 - Resolving complaints or problems
18 - Working conditions
19 - EPMS program
20 - Fair and equal treatment
21 - Agency recognition program
22 - Communication within the Agency
23 - Communication within your Office/Unit
24 - Responsiveness of the Personnel Office
25 - Agency Training Programs
26 - Orientation
27 - State Government Benefits Package
28 - Do you have suggestions for improving the above? (Answer in space below)

Grade	Score
Fair	3
Good	2
Good	2
Good	2
Poor	4
Poor	4
Fair	3
Fair	3
Good	2
Good	2
Fair	3
Poor	4
Fair	3
Fair	3
Fair	3
Poor	4
Good	2
Good	2

Training needs to be updated and more specific since almost every call is different, explanation of appendices and other references would be helpful.

- 29 - What did you like about your job and the Agency? (Answer in space below)

Helping people and my work being acknowledged by callers.

- 30 - What did you dislike about your job and the Agency? (Answer in space below)

Disgruntled callers, foul language, and unsupportive supervisor, un-acknowledged work by management.



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional)	<u>Lauren Brooks</u>	Ethnicity	<u>White</u>
Office/Unit	<u>Customer Service Delivery/Contact Center</u>	Gender	<u>Female</u>
Job Title	<u>Customer Service Specialist/Administrative Specialist II</u>	Hire Date	<u>8/2/2012</u>
Perner #	<u>10068247</u>	Last Day Worked	<u>11/30/2012</u>

- Page 1 of 2 -

31 - Please share any additional comments or suggestions in the space below



South Carolina Department of Motor Vehicles Exit Interview/Questionnaire



HR-601B (Est. 3/06)
(Grade & Score Version)

Name (Optional) Lauren Brooks Ethnicity White
Office/Unit Customer Service Delivery/Contact Center Gender Female
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 8/2/2012
Perner # 10068247 Last Day Worked 11/30/2012

- Page 2 of 2 -

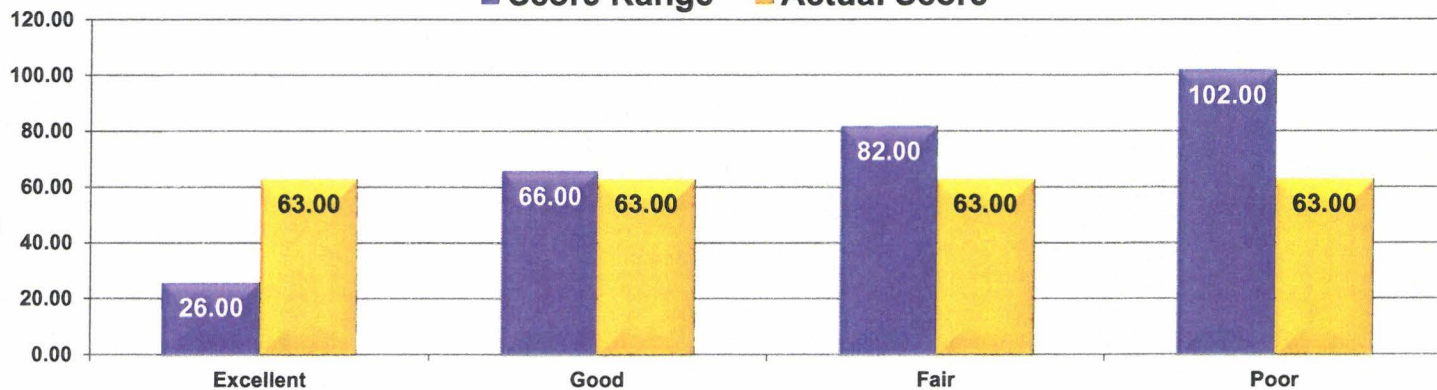
Exit Interview/Questionnaire Legend		
Score Description	Score	Response
Most Favorable Response	1	YES
Least Favorable Response	4	NO
Most Favorable Response	1	Just right, not really over or under worked
Less Favorable Response	2	Occasionally heavy, but just about right most of the time
Lesser Favorable Response	3	Not enough, did not fully take up my time
Least Favorable Response	4	Too much for one person
Most Favorable Response	1	Excellent
Less Favorable Response	2	Good
Lesser Favorable Response	3	Fair
Least Favorable Response	4	Poor
Least Favorable Response	5	No Opinion

Description	Score
Excellent	26.000
Good	66.000
Fair	82.000
Poor	102.000

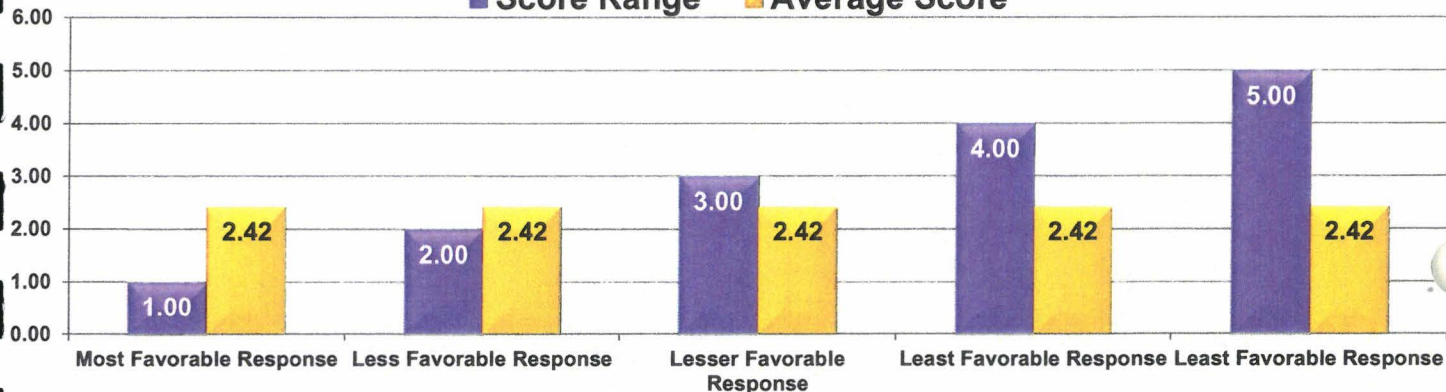
Actual Score
63.000

Average Score
2.423

■ Score Range ■ Actual Score



■ Score Range ■ Average Score





South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional)	<u>Lauren Brooks</u>	Ethnicity	<u>White</u>
Office/Unit	<u>Customer Service Delivery/Contact Center</u>	Gender	<u>Female</u>
Job Title	<u>Customer Service Specialist/Administrative Specialist II</u>	Hire Date	<u>8/2/2012</u>
Perner #	<u>10068247</u>	Last Day Worked	<u>11/30/2012</u>



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601b
(Est. 3/06)

Name (Optional) _____ Race/Sex 76
Office/Unit CAH Center Last Day Worked Aug 31 2012
Job Title Admin Specialist Hire Date Mar 1 1990

1. Please indicate your reason for leaving: Retirement
2. Did you understand the mission of the agency? ☒ Yes ☐ No
3. Did you ever offer suggestions, relate problems, seek advice or request information from management? ☒ Yes ☐ No
4. If yes, was management responsive? ☐ Yes ☒ No
5. Were you kept informed regarding changes in policies, procedures, and practices of the agency? ☒ Yes ☐ No
6. Would you consider returning to this agency? ☒ Yes ☐ No
7. Were the duties and responsibilities of your position clearly explained to you? ☒ Yes ☒ No
8. Do you feel you received adequate training to perform your job responsibilities? ☐ Yes ☒ No
9. Check the box that best describes your workload.
☒ Too much for one person
☐ Occasionally heavy, but just about right most of the time
☐ Just right, not really over or under worked
☐ Not enough, did not fully take up my time

Please use the rating scale in recording your responses in this section:

	Excellent	Good	Fair	Poor	No Opinion
10. Communication between myself and the supervisor	1	2	3	4	5
11. Relationship with my supervisor	1	2	3	4	5
12. Guidance from my supervisor	1	2	3	4	5
13. Relationship with co-workers	1	2	3	4	5
14. Advancement opportunities	1	2	3	4	5
15. Rate of pay for your job	1	2	3	4	5
16. Cooperation and teamwork	1	2	3	4	5
17. Resolving complaints or problems	1	2	3	4	5
18. Working conditions	1	2	3	4	5
19. EPMS program	1	2	3	4	5
20. Fair and equal treatment	1	2	3	4	5
21. Agency recognition program	1	2	3	4	5
22. Communication within the Agency	1	2	3	4	5
23. Communication within your Office/Unit	1	2	3	4	5
24. Responsiveness of the Personnel Office	1	2	3	4	5
25. Agency Training Programs	1	2	3	4	5
26. Orientation	1	2	3	4	5
27. State Government Benefits Package	1	2	3	4	5

28. Do you have suggestions for improving the above?

Need to increase employee pay

29. What did you like about your job and the Agency?

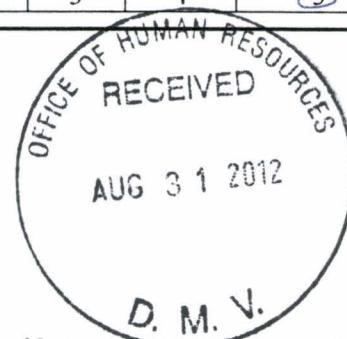
I liked the my coworker + the work that I did.

30. What did you dislike about your job and the Agency?

Did not like the fact that the agency never gave pay increase for the amount of work done.

31. Please share any additional comments or suggestions. Use the reverse of this form if necessary.

DMV Agency would be a better agency, if they considered the working performance of their employees. Employees allow money in the Budget for such raises.





South Carolina Department of Motor Vehicles

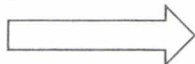
Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) _____ Anonymous _____ Ethnicity African American
Office/Unit _____ Customer Service Delivery/Contact Center _____ Gender Female
Job Title _____ Administrative Specialist _____ Hire Date 3/1/1990
Perner # _____ Last Day Worked 8/31/2012

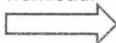
1 - Please indicate your reason for leaving here.



Retirement

- 2 - Did you understand the mission of the agency?
3 - Did you ever offer suggestions, relate problems, seek advice or request information from management?
4 - If yes, was management responsive?
5 - Were you kept informed regarding changes in policies, procedures, and practices of the agency?
6 - Would you consider returning to this agency?
7 - Were the duties and responsibilities of your position clearly explained to you?
8 - Do you feel you received adequate training to perform your job responsibilities?
9 - Check the box that best describes your workload.

Grade	Score
YES	1
YES	1
NO	4
YES	1
YES	1
YES	1
NO	4



Grade	Score
Too much for one person	4

Please use the rating scale in recording your responses in this section:

- 10 - Communication between myself and the supervisor
11 - Relationship with my supervisor
12 - Guidance from my supervisor
13 - Relationship with co-workers
14 - Advancement opportunities
15 - Rate of pay for your job
16 - Cooperation and teamwork
17 - Resolving complaints or problems
18 - Working conditions
19 - EPMS program
20 - Fair and equal treatment
21 - Agency recognition program
22 - Communication within the Agency
23 - Communication within your Office/Unit
24 - Responsiveness of the Personnel Office
25 - Agency Training Programs
26 - Orientation
27 - State Government Benefits Package
28 - Do you have suggestions for improving the above? (Answer in space below)

Grade	Score
No Opinion	5
No Opinion	5
No Opinion	5
Excellent	1
Poor	4
Poor	4
Good	2
Poor	4
Poor	4
Poor	4
Poor	4
Poor	4
No Opinion	5
Poor	4
No Opinion	5
No Opinion	5
No Opinion	5

Need to increase employee pay.

- 29 - What did you like about your job and the Agency? (Answer in space below)

I liked my co-worker and the work that I did.

- 30 - What did you dislike about your job and the Agency? (Answer in space below)



South Carolina Department of Motor Vehicles Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional)	Anonymous	Ethnicity	African American
Office/Unit	Customer Service Delivery/Contact Center	Gender	Female
Job Title	Administrative Specialist	Hire Date	3/1/1990
Perner #		Last Day Worked	8/31/2012

Did not like the fact that the agency never gave pay increase for the amount of work done.

- Page 1 of 2 -

31 - Please share any additional comments or suggestions in the space below



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) _____ Anonymous _____ Ethnicity African American
Office/Unit _____ Customer Service Delivery/Contact Center _____ Gender Female
Job Title _____ Administrative Specialist _____ Hire Date 3/1/1990
Perner # _____ Last Day Worked 8/31/2012

DMV agency would be a better agency, if they considered the working performance of their employees.
Allow money in the budget for such raises.

- Page 2 of 2 -

Exit Interview/Questionnaire Legend		
Score Description	Score	Response
Most Favorable Response	1	YES
Least Favorable Response	4	NO
Most Favorable Response	1	Just right, not really over or under worked
Less Favorable Response	2	Occasionally heavy, but just about right most of the time
Lesser Favorable Response	3	Not enough, did not fully take up my time
Least Favorable Response	4	Too much for one person
Most Favorable Response	1	Excellent
Less Favorable Response	2	Good
Lesser Favorable Response	3	Fair
Least Favorable Response	4	Poor
Least Favorable Response	5	No Opinion

Description	Score
Excellent	26.000
Good	66.000
Fair	82.000
Poor	102.000

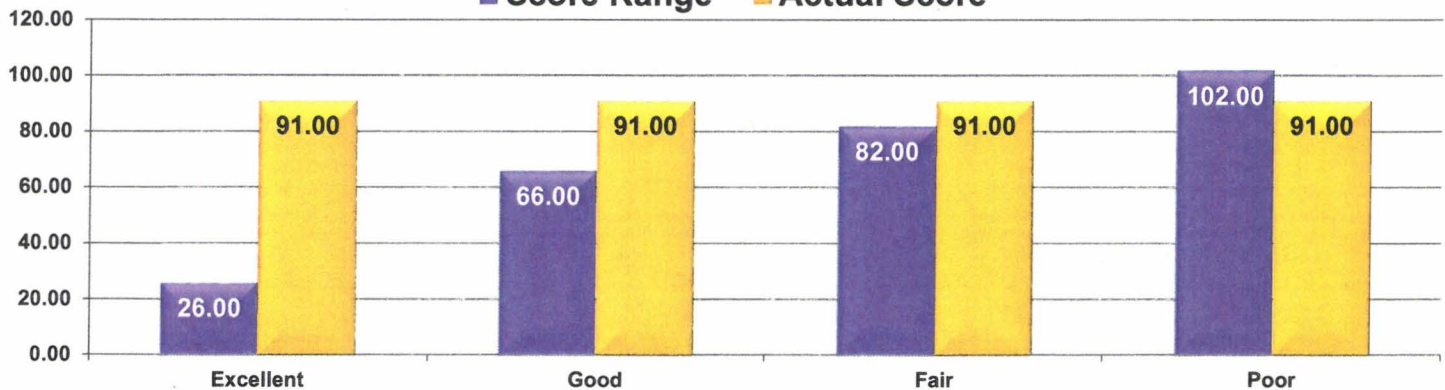
Actual Score

91.000

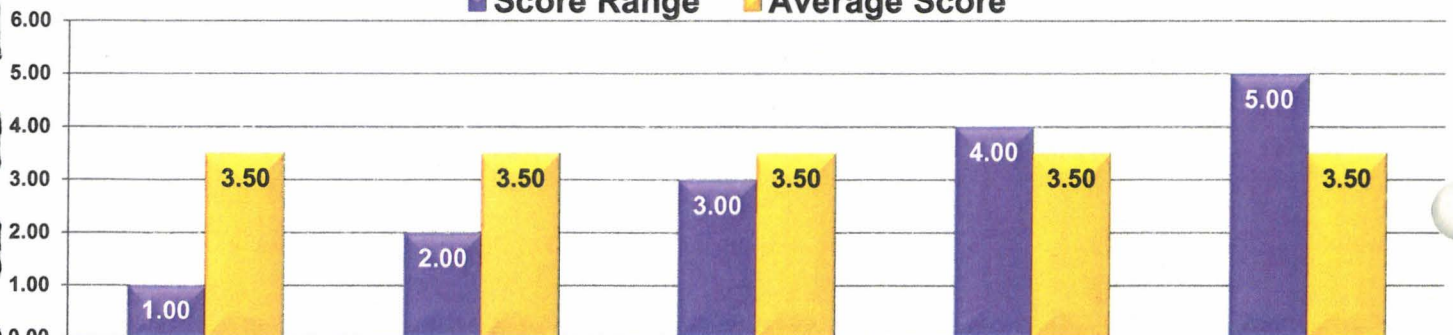
Average Score

3.500

■ Score Range ■ Actual Score



■ Score Range ■ Average Score





South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Anonymous Ethnicity African American
Office/Unit Customer Service Delivery/Contact Center Gender Female
Job Title Administrative Specialist Hire Date 3/1/1990
Perner # _____ Last Day Worked 8/31/2012

Most Favorable Response Less Favorable Response Lesser Favorable Response Least Favorable Response Least Favorable Response



South Carolina Department of Motor Vehicles

HR-601b
(Est. 3/06)

Exit Interview/Questionnaire

Name (Optional)
Office/Unit
Job Title

Constance Gibson
Contact Center
Administrative Asst.

Race/Sex
Last Day Worked
Hire Date

Female/BLK-Wht
5/19/2012
7/17/2007

1. Please indicate your reason for leaving: Termination
2. Did you understand the mission of the agency? ☒ Yes ☐ No
3. Did you ever offer suggestions, relate problems, seek advice or request information from management? ☒ Yes ☐ No
4. If yes, was management responsive? ☒ Yes ☐ No
5. Were you kept informed regarding changes in policies, procedures, and practices of the agency? ☒ Yes ☐ No
6. Would you consider returning to this agency? ☐ Yes ☒ No
7. Were the duties and responsibilities of your position clearly explained to you? ☐ Yes ☒ No
8. Do you feel you received adequate training to perform your job responsibilities? ☐ Yes ☒ No
9. Check the box that best describes your workload.
☐ Too much for one person
☒ Occasionally heavy, but just about right most of the time
☐ Just right, not really over or under worked
☐ Not enough, did not fully take up my time

Please use the rating scale in recording your responses in this section:

	Excellent	Good	Fair	Poor	No Opinion
10. Communication between myself and the supervisor	1	2	3	4	5
11. Relationship with my supervisor	1	2	3	4	5
12. Guidance from my supervisor	1	2	3	4	5
13. Relationship with co-workers	1	2	3	4	5
14. Advancement opportunities	1	2	3	4	5
15. Rate of pay for your job	1	2	3	4	5
16. Cooperation and teamwork	1	2	3	4	5
17. Resolving complaints or problems	1	2	3	4	5
18. Working conditions	1	2	3	4	5
19. EPMS program	1	2	3	4	5
20. Fair and equal treatment	1	2	3	4	5
21. Agency recognition program	1	2	3	4	5
22. Communication within the Agency	1	2	3	4	5
23. Communication within your Office/Unit	1	2	3	4	5
24. Responsiveness of the Personnel Office	1	2	3	4	5
25. Agency Training Programs	1	2	3	4	5
26. Orientation	1	2	3	4	5
27. State Government Benefits Package	1	2	3	4	5

28. Do you have suggestions for improving the above?
None
29. What did you like about your job and the Agency?
Helping people
30. What did you dislike about your job and the Agency?
lack of communication
31. Please share any additional comments or suggestions. Use the reverse of this form if necessary.
no comment



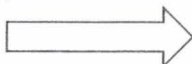
South Carolina Department of Motor Vehicles Exit Interview/Questionnaire



HR-601B (Est. 3/06)
(Grade & Score Version)

Name (Optional) Constance Gibson Ethnicity _____
Office/Unit Customer Service Delivery/Contact Center Gender Female
Job Title Administrative Assistant Hire Date 7/17/2007
Perner # 10018854 Last Day Worked 5/9/2012

1 - Please indicate your reason for leaving here.



Termination

- 2 - Did you understand the mission of the agency?
3 - Did you ever offer suggestions, relate problems, seek advice or request information from management?
4 - If yes, was management responsive?
5 - Were you kept informed regarding changes in policies, procedures, and practices of the agency?
6 - Would you consider returning to this agency?
7 - Were the duties and responsibilities of your position clearly explained to you?
8 - Do you feel you received adequate training to perform your job responsibilities?
9 - Check the box that best describes your workload.

Grade	Score
YES	1
YES	1
YES	1
YES	1
NO	4
NO	4
NO	4

Grade	Score
Occasionally heavy, but just about right most of the time	2

Please use the rating scale in recording your responses in this section:

	Grade	Score
10 - Communication between myself and the supervisor	No Opinion	5
11 - Relationship with my supervisor	No Opinion	5
12 - Guidance from my supervisor	No Opinion	5
13 - Relationship with co-workers	Excellent	1
14 - Advancement opportunities	No Opinion	5
15 - Rate of pay for your job	Good	2
16 - Cooperation and teamwork	No Opinion	5
17 - Resolving complaints or problems	No Opinion	5
18 - Working conditions	No Opinion	5
19 - EPMS program	Good	2
20 - Fair and equal treatment	No Opinion	5
21 - Agency recognition program	No Opinion	5
22 - Communication within the Agency	Good	2
23 - Communication within your Office/Unit	No Opinion	5
24 - Responsiveness of the Personnel Office	Fair	3
25 - Agency Training Programs	No Opinion	5
26 - Orientation	Good	2
27 - State Government Benefits Package	Good	2

28 - Do you have suggestions for improving the above? (Answer in space below)

29 - What did you like about your job and the Agency? (Answer in space below)

Helping people.

30 - What did you dislike about your job and the Agency? (Answer in space below)



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional)	<u>Constance Gibson</u>	Ethnicity	
Office/Unit	<u>Customer Service Delivery/Contact Center</u>	Gender	<u>Female</u>
Job Title	<u>Administrative Assistant</u>	Hire Date	<u>7/17/2007</u>
Perner #	<u>10018854</u>	Last Day Worked	<u>5/9/2012</u>

Lack of communication.

- Page 1 of 2 -

31 - Please share any additional comments or suggestions in the space below



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Constance Gibson Ethnicity _____
Office/Unit Customer Service Delivery/Contact Center Gender Female
Job Title Administrative Assistant Hire Date 7/17/2007
Perner # 10018854 Last Day Worked 5/9/2012

- Page 2 of 2 -

Exit Interview/Questionnaire Legend		
Score Description	Score	Response
Most Favorable Response	1	YES
Least Favorable Response	4	NO
Most Favorable Response	1	Just right, not really over or under worked
Less Favorable Response	2	Occasionally heavy, but just about right most of the time
Lesser Favorable Response	3	Not enough, did not fully take up my time
Least Favorable Response	4	Too much for one person
Most Favorable Response	1	Excellent
Less Favorable Response	2	Good
Lesser Favorable Response	3	Fair
Least Favorable Response	4	Poor
Least Favorable Response	5	No Opinion

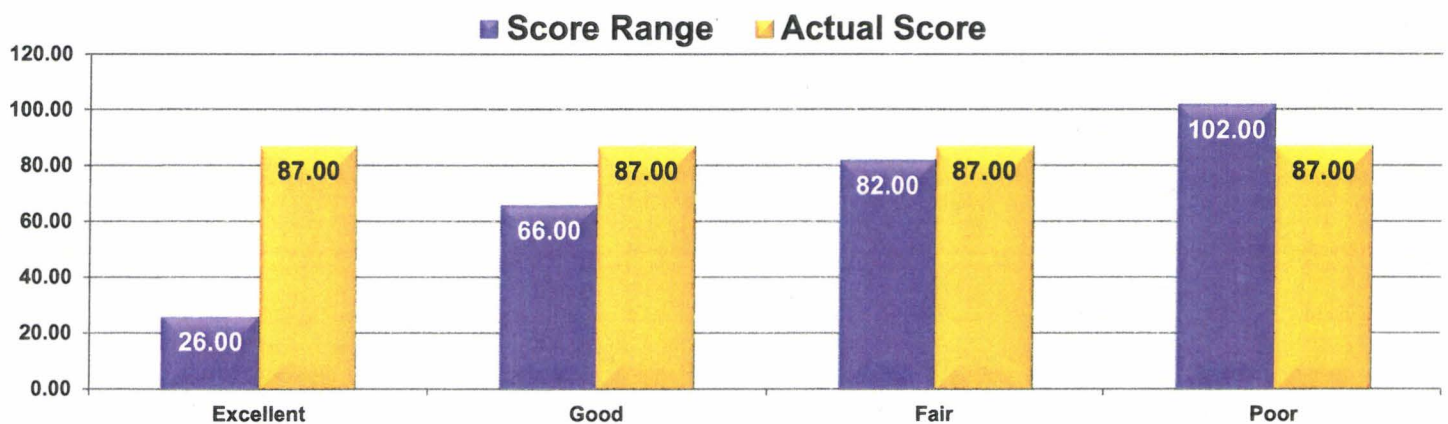
Description	Score
Excellent	26.000
Good	66.000
Fair	82.000
Poor	102.000

Actual Score

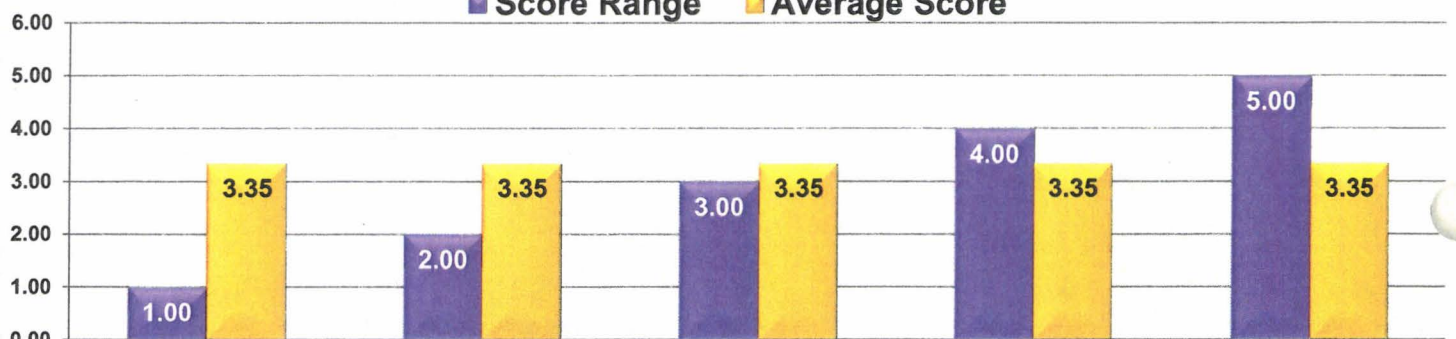
87.000

Average Score

3.346



■ Score Range ■ Average Score





South Carolina Department of Motor Vehicles Exit Interview/Questionnaire



HR-601B (Est. 3/06)
(Grade & Score Version)

Name (Optional) Constance Gibson Ethnicity _____
Office/Unit Customer Service Delivery/Contact Center Gender Female
Job Title Administrative Assistant Hire Date 7/17/2007
Perner # 10018854 Last Day Worked 5/9/2012

Most Favorable Response Less Favorable Response Lesser Favorable Response Least Favorable Response Least Favorable Response



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire

HR-601b
(Est. 3/06)

Name (Optional) Theresa Shaw II Race/Sex F
Office/Unit Contact Center Customer Service Delivery Last Day Worked 4/30/12
Job Title Admin Assistant / CSR Hire Date 4/12/12

1. Please indicate your reason for leaving: Husband lost his job - Needed to be closer to home
2. Did you understand the mission of the agency? ☒ Yes ☐ No
3. Did you ever offer suggestions, relate problems, seek advice or request information from management? ☒ Yes ☐ No
4. If yes, was management responsive? ☒ Yes ☐ No
5. Were you kept informed regarding changes in policies, procedures, and practices of the agency? ☒ Yes ☐ No
6. Would you consider returning to this agency? ☒ Yes ☐ No
7. Were the duties and responsibilities of your position clearly explained to you? ☒ Yes ☐ No
8. Do you feel you received adequate training to perform your job responsibilities? ☒ Yes ☐ No
9. Check the box that best describes your workload.
☐ Too much for one person
☒ Occasionally heavy, but just about right most of the time
☐ Just right, not really over or under worked
☐ Not enough, did not fully take up my time

Please use the rating scale in recording your responses in this section:

	Excellent	Good	Fair	Poor	No Opinion
10. Communication between myself and the supervisor	(1)	2	3	4	5
11. Relationship with my supervisor	(1)	2	3	4	5
12. Guidance from my supervisor	(1)	2	3	4	5
13. Relationship with co-workers	1	(2)	3	4	5
14. Advancement opportunities	1	(2)	3	4	5
15. Rate of pay for your job	1	(2)	3	4	5
16. Cooperation and teamwork	1	(2)	3	4	5
17. Resolving complaints or problems	1	(2)	3	4	5
18. Working conditions	1	2	(3)	4	5
19. EPMS program	1	2	3	4	(5)
20. Fair and equal treatment	1	(2)	3	4	5
21. Agency recognition program	1	2	3	4	(5)
22. Communication within the Agency	1	(2)	3	4	5
23. Communication within your Office/Unit	1	(2)	3	4	5
24. Responsiveness of the Personnel Office	(1)	2	3	4	5
25. Agency Training Programs	1	2	3	4	(5)
26. Orientation	(1)	2	3	4	5
27. State Government Benefits Package	1	(2)	3	4	5

28. Do you have suggestions for improving the above?

29. What did you like about your job and the Agency?

Good training, Fair supervision

30. What did you dislike about your job and the Agency?

Breaks being cancelled

31. Please share any additional comments or suggestions. Use the reverse of this form if necessary.



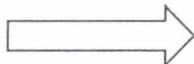
South Carolina Department of Motor Vehicles Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional) Theresa Shaul Ethnicity _____
Office/Unit Customer Service Delivery/Contact Center Gender Female
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 4/2/2012
Perner # 10065898 Last Day Worked 4/30/2012

1 - Please indicate your reason for leaving here.



Husband lost his job-needed to be closer to home

- 2 - Did you understand the mission of the agency?
3 - Did you ever offer suggestions, relate problems, seek advice or request information from management?
4 - If yes, was management responsive?
5 - Were you kept informed regarding changes in policies, procedures, and practices of the agency?
6 - Would you consider returning to this agency?
7 - Were the duties and responsibilities of your position clearly explained to you?
8 - Do you feel you received adequate training to perform your job responsibilities?
9 - Check the box that best describes your workload.

Grade	Score
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1
YES	1

Grade	Score
Occasionally heavy, but just about right most of the time	2

Please use the rating scale in recording your responses in this section:

- 10 - Communication between myself and the supervisor
11 - Relationship with my supervisor
12 - Guidance from my supervisor
13 - Relationship with co-workers
14 - Advancement opportunities
15 - Rate of pay for your job
16 - Cooperation and teamwork
17 - Resolving complaints or problems
18 - Working conditions
19 - EPMS program
20 - Fair and equal treatment
21 - Agency recognition program
22 - Communication within the Agency
23 - Communication within your Office/Unit
24 - Responsiveness of the Personnel Office
25 - Agency Training Programs
26 - Orientation
27 - State Government Benefits Package
28 - Do you have suggestions for improving the above? (Answer in space below)

Grade	Score
Excellent	1
Excellent	1
Excellent	1
Good	2
Good	2
Good	2
Good	2
Good	2
Fair	3
No Opinion	5
Good	2
No Opinion	5
Good	2
Good	2
Excellent	1
No Opinion	5
Excellent	1
Good	2

29 - What did you like about your job and the Agency? (Answer in space below)

Good training, fair supervision

30 - What did you dislike about your job and the Agency? (Answer in space below)

Breaks being cancelled



South Carolina Department of Motor Vehicles Exit Interview/Questionnaire

HR-601B (Est. 3/06)
(Grade & Score Version)



Name (Optional)	<u>Theresa Shaul</u>	Ethnicity	
Office/Unit	<u>Customer Service Delivery/Contact Center</u>	Gender	<u>Female</u>
Job Title	<u>Customer Service Specialist/Administrative Specialist II</u>	Hire Date	<u>4/2/2012</u>
Perner #	<u>10065898</u>	Last Day Worked	<u>4/30/2012</u>

31 - Please share any additional comments or suggestions in the space below



South Carolina Department of Motor Vehicles

Exit Interview/Questionnaire



HR-601B (Est. 3/06)
(Grade & Score Version)

Name (Optional) Theresa Shaul Ethnicity _____
Office/Unit Customer Service Delivery/Contact Center Gender Female
Job Title Customer Service Specialist/Administrative Specialist II Hire Date 4/2/2012
Perner # 10065898 Last Day Worked 4/30/2012

Exit Interview/Questionnaire Legend		
Score Description	Score	Response
Most Favorable Response	1	YES
Least Favorable Response	4	NO
Most Favorable Response	1	Just right, not really over or under worked
Less Favorable Response	2	Occasionally heavy, but just about right most of the time
Lesser Favorable Response	3	Not enough, did not fully take up my time
Least Favorable Response	4	Too much for one person
Most Favorable Response	1	Excellent
Less Favorable Response	2	Good
Lesser Favorable Response	3	Fair
Least Favorable Response	4	Poor
Least Favorable Response	5	No Opinion

Description	Score
Excellent	26.000
Good	66.000
Fair	82.000
Poor	102.000

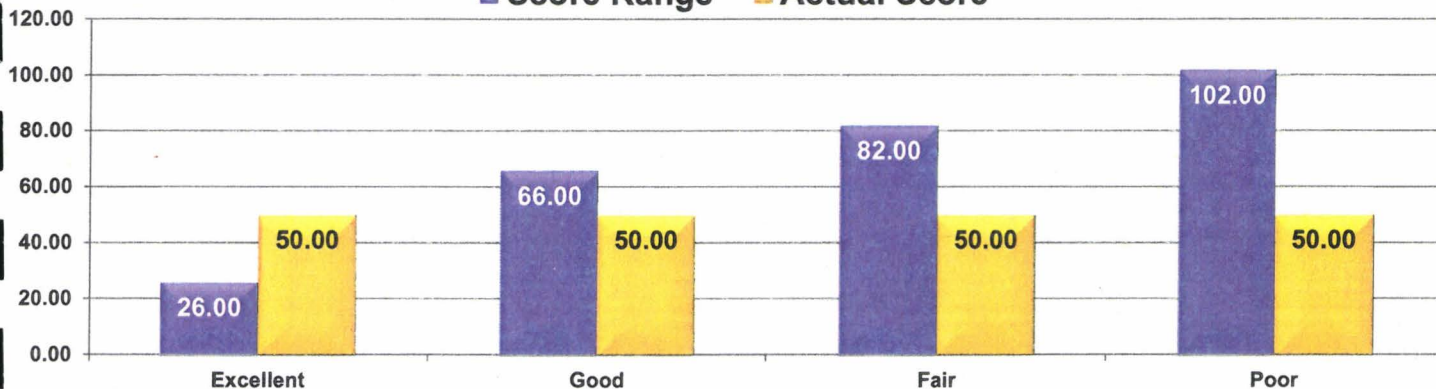
Actual Score

50.000

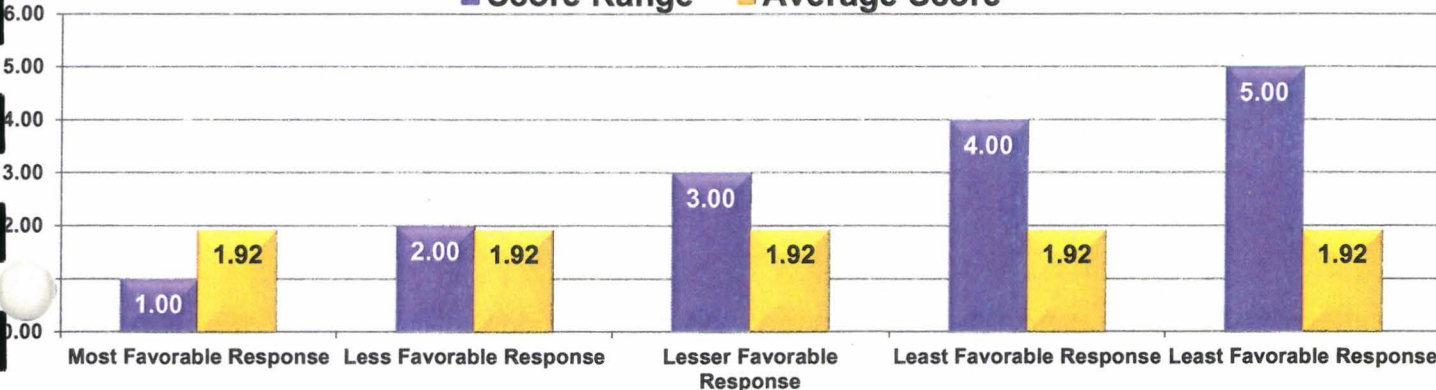
Average Score

1.923

■ Score Range ■ Actual Score



■ Score Range ■ Average Score



Factors that Impact Organizational Effectiveness

Organizational	<p style="text-align: center;"><u>Information and Feedback</u></p> <ul style="list-style-type: none"> • Clear roles and expectations • Relevant and frequent feedback <ul style="list-style-type: none"> - Constructive - Corrective • Clear and relevant guides to describe the work • Performance feedback process guides employee performance and development 	<p style="text-align: center;"><u>Tools & Resources</u></p> <ul style="list-style-type: none"> • Materials, tools, and time needed to do the job • Clear processes and procedures for doing the work • Overall physical and psychological environment contributes to positive performance 	<p style="text-align: center;"><u>Incentives</u></p> <ul style="list-style-type: none"> • Financial and non-financial incentives reinforce positive performance • Jobs are enriched to fill employee needs • Positive work environment exists where employees believe they have an opportunity to succeed • Consequences are present for poor performance
Individual	<p style="text-align: center;"><u>Knowledge/Skills</u></p> <ul style="list-style-type: none"> • Employees have necessary knowledge, experience, and skills to do the job • Well-equipped employees placed in positions which allow them to use and share what they know • Employees are cross-trained and understand each other's roles 	<p style="text-align: center;"><u>Capacity</u></p> <ul style="list-style-type: none"> • Employees have capacity to learn and do what is expected of them • Recruited and selected to match the reality of the work situation • Employees are free from emotional limitations that would interfere with their performance 	<p style="text-align: center;"><u>Motives</u></p> <ul style="list-style-type: none"> • Motives of employees are aligned with the work and environment • Employees want to do the job assigned to them • Recruited and selected to match the reality of the work situation

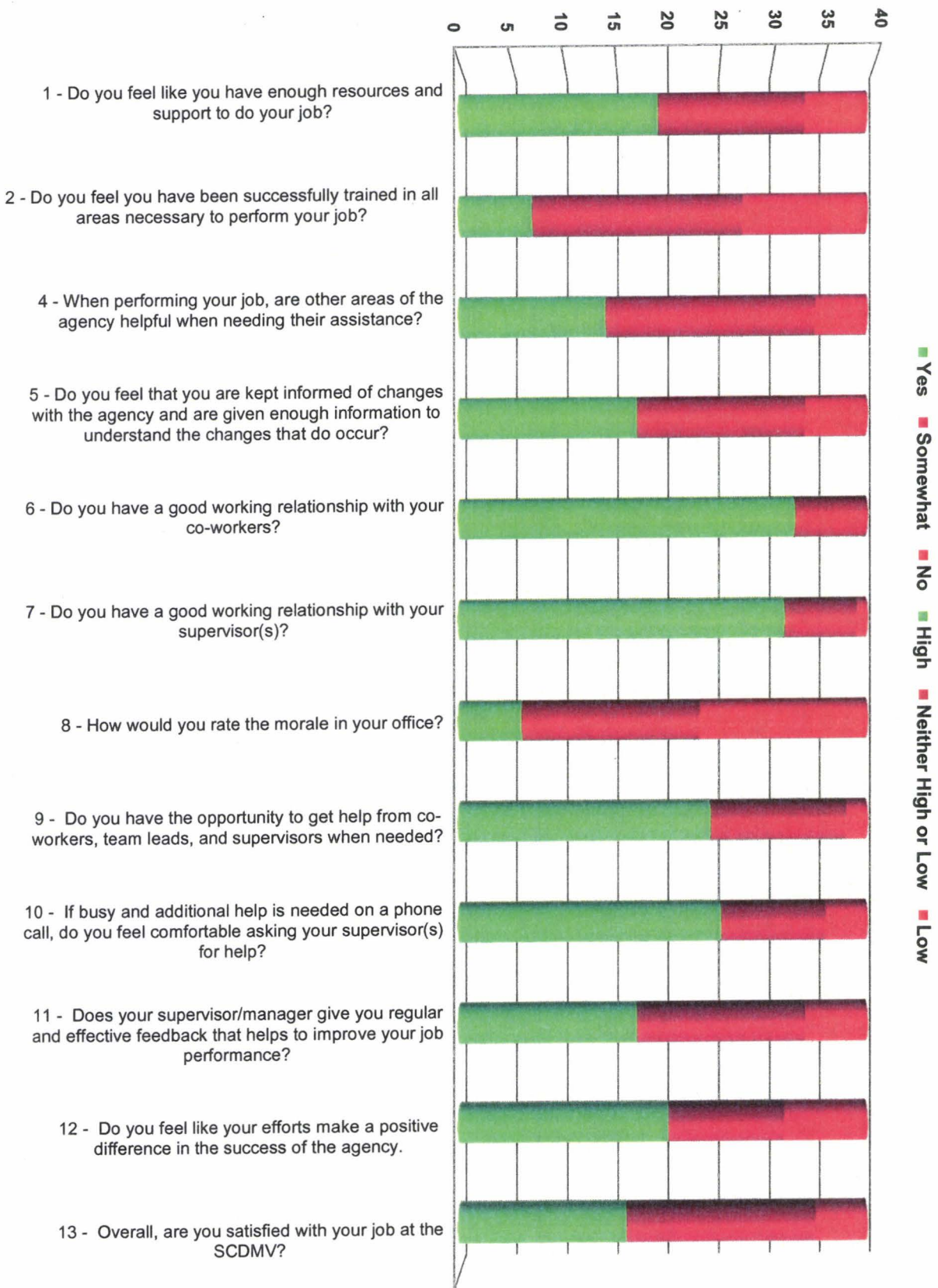
Adapted from The Six Boxes™- Carl Binder, Ph.D.

Binder's Six Boxes Probe Questions

Environmental Factors		
A. Information: <i>Open-ended exploratory question:</i> How are performance expectations communicated to employees? <i>Direct, follow-up questions:</i>		
1.	Y N ?	Have clear performance expectations been communicated to employees?
2.	Y N ?	Do employees understand the various aspects of their roles and priorities for doing them?
3.	Y N ?	Are there clear and relevant performance aids to guide the employees?
4.	Y N ?	Are employees given sufficient, timely, behaviorally specific feedback regarding their performance?
5.	Y N ?	Does the performance management system assist the supervisor in describing expectations for both activities and results for the employee?
B. Resources: <i>Open-ended exploratory question:</i> What do your employees need to perform effectively? <i>Direct, follow-up questions:</i>		
6.	Y N ?	Do employees have the materials needed to do their jobs?
7.	Y N ?	Do the employees have the equipment needed to do their jobs?
8.	Y N ?	Do the employees have the time to perform their jobs?
9.	Y N ?	Are the processes and procedures defined in such a way as to enhance employee performance?
10.	Y N ?	Is the work environment safe, clean, organized and conducive to excellent performance?
C. Incentives <i>Open-ended exploratory question:</i> How are employees rewarded for successful performance? <i>Direct, follow-up questions:</i>		
11.	Y N ?	Are their sufficient financial incentives present to encourage excellent performance?
12.	Y N ?	Are their sufficient non-financial incentives present to encourage excellent performance?
13.	Y N ?	Do measurement and reporting systems track appropriate activities and results?
14.	Y N ?	Are jobs enriched to allow for fulfillment of higher level needs?
15.	Y N ?	Does the overall work environment encourage employees to perform at their best?

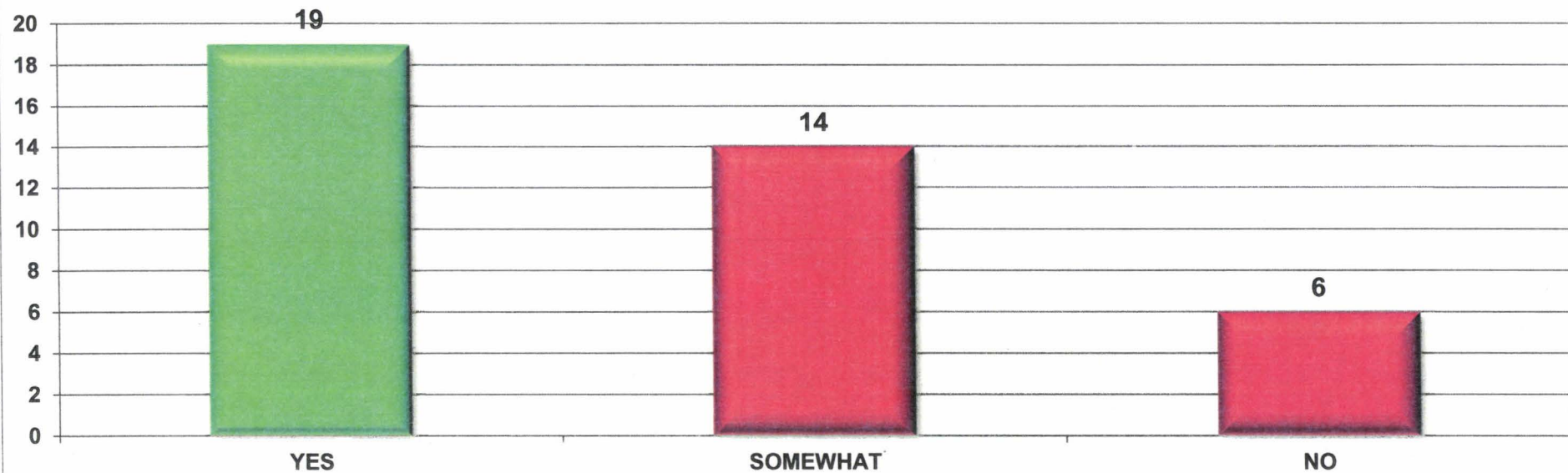
		Individual Factors
		D. Motives <i>Open-ended exploratory question:</i> How do your employees respond to the performance incentives that you have in place? <i>Direct, follow-up questions:</i>
16.	Y N ?	Are the motives of the employees aligned with the incentives of the environment?
17.	Y N ?	Do employees desire to do the job to the best of their abilities?
18.	Y N ?	Are employees recruited and selected to match the realities of the work environment?
19.	Y N ?	Do the employees view the work environment as positive?
20.	Y N ?	Are there any rewards that reinforce poor performance?
		E. Capacity <i>Open-ended exploratory question:</i> How are employees selected for their jobs? <i>Direct, follow-up questions:</i>
21.	Y N ?	Do the employees have the necessary strength to do the job?
22.	Y N ?	Do the employees have the necessary dexterity to do the job?
23.	Y N ?	Do the employees have the ability to learn what is expected for them to be successful on the job?
24.	Y N ?	Are there any emotional limitations that impede employee performance?
25.	Y N ?	Are employees recruited, selected, and matched to the realities of the work situation?
		F. Knowledge and Skills <i>Open-ended exploratory question:</i> How do employees learn what they need to be successful on the job? <i>Direct, follow-up questions:</i>
26.	Y N ?	Do the employees have the necessary knowledge to be successful at their jobs?
27.	Y N ?	Do the employees have the needed skills to be successful at their jobs?
28.	Y N ?	Do the employees have the needed experience to be successful at their jobs?
29.	Y N ?	What training is presently given to employees to enhance the knowledge and skills of employees?
30.	Y N ?	Do employees understand how their roles impact organizational performance?

SCDMV Contact Center Employee Climate Survey November 2014

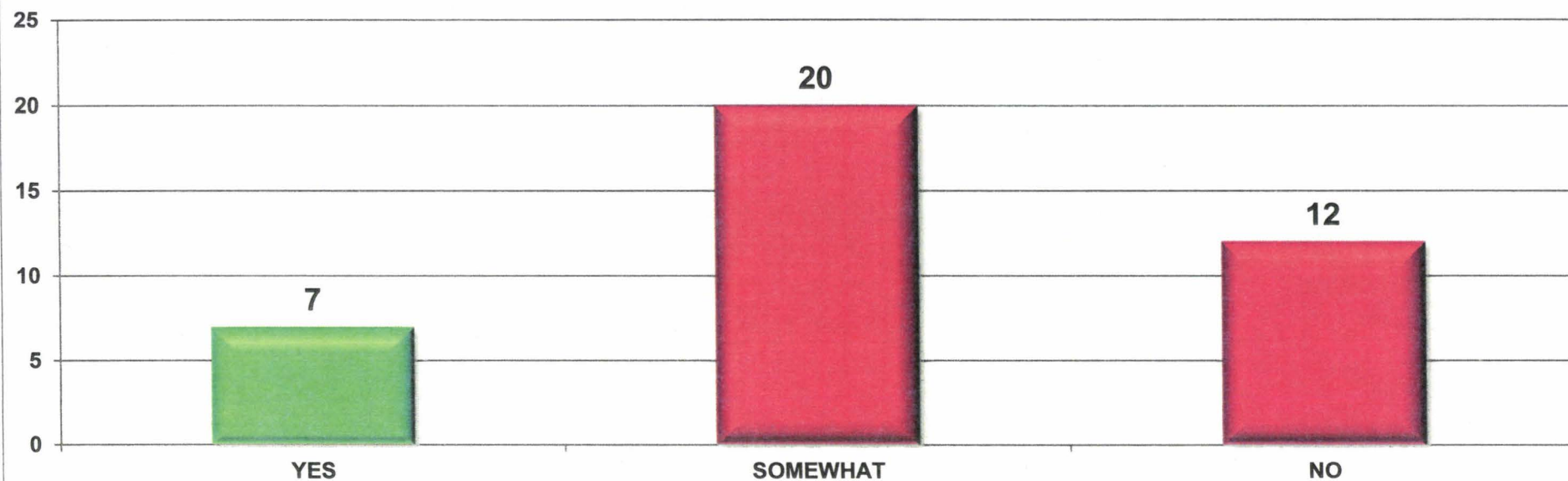


SCDMV Contact Center Employee Climate Survey - November 2014	Yes	Somewhat	No	High	Neither High or Low	Low	Total
1 - Do you feel like you have enough resources and support to do your job?	19	14	6				39
2 - Do you feel you have been successfully trained in all areas necessary to perform your job?	7	20	12				39
4 - When performing your job, are other areas of the agency helpful when needing their assistance?	14	20	5				39
5 - Do you feel that you are kept informed of changes with the agency and are given enough information to understand the changes that do occur?	17	16	6				39
6 - Do you have a good working relationship with your co-workers?	32	7	0				39
7 - Do you have a good working relationship with your supervisor(s)?	31	7	1				39
8 - How would you rate the morale in your office?	0	0	0	6	17	16	39
9 - Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	24	13	2				39
10 - If busy and additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	25	10	4				39
11 - Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	17	16	6				39
12 - Do you feel like your efforts make a positive difference in the success of the agency.	20	11	8				39
13 - Overall, are you satisfied with your job at the SCDMV?	16	18	5				39
	222	152	55	6	17	16	468

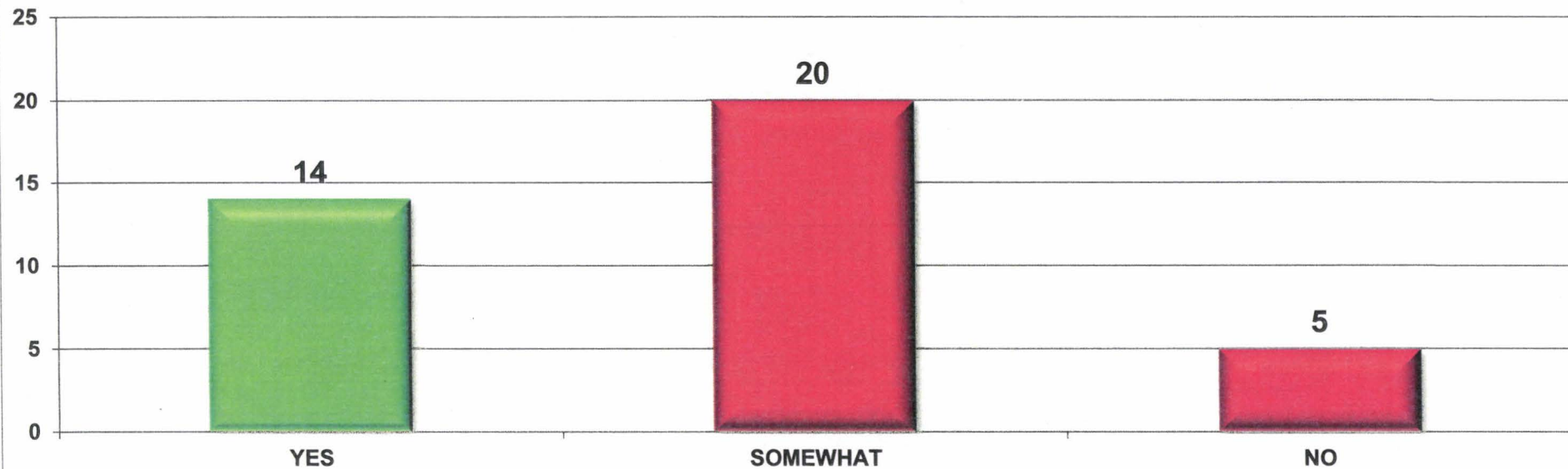
1 - Do you feel like you have enough resources and support to do your job?



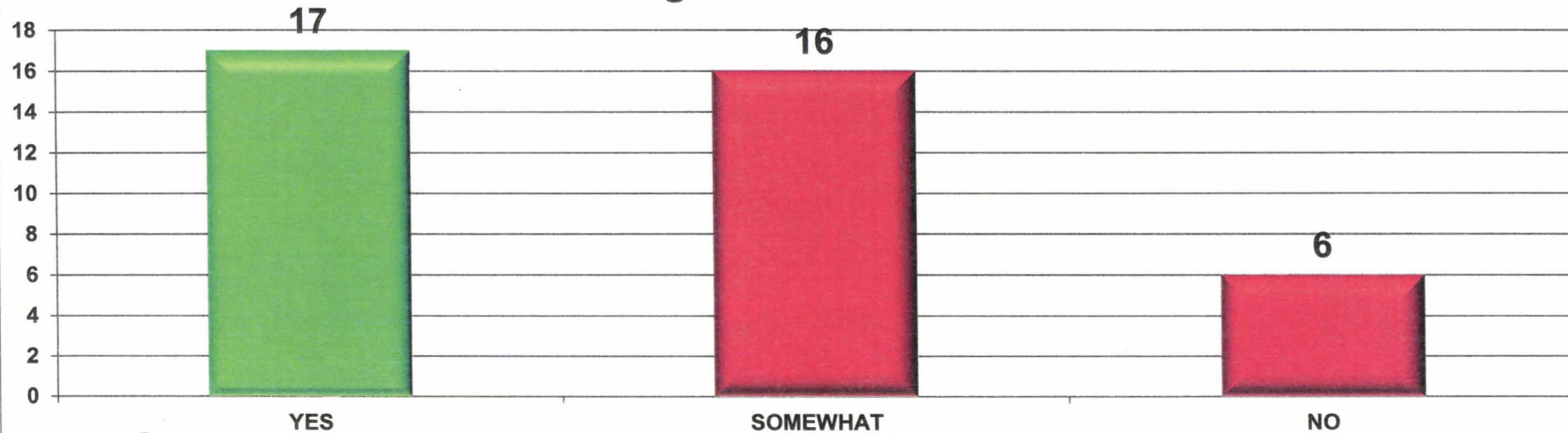
2 - Do you feel you have been successfully trained in all areas necessary to perform your job?



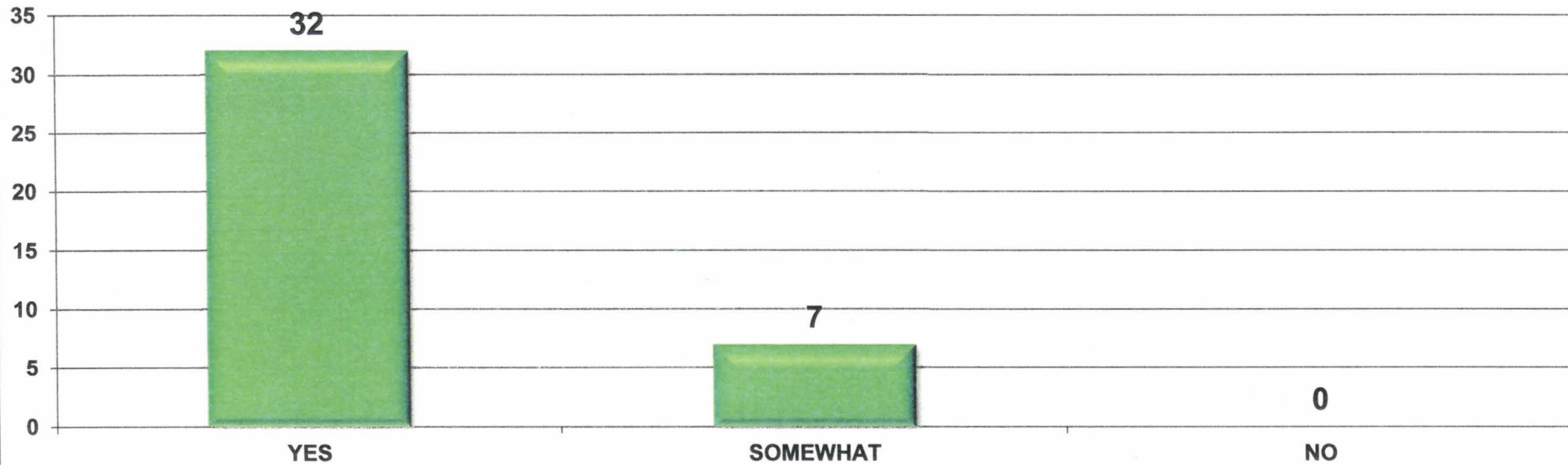
4 - When performing your job, are other areas of the agency helpful when needing their assistance?



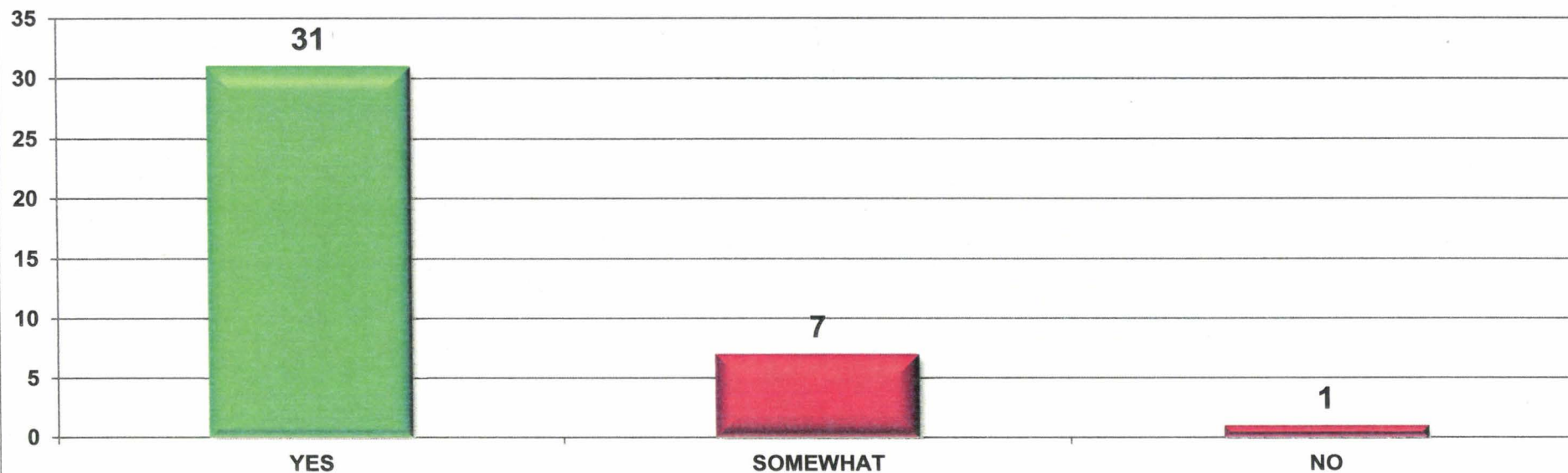
5 - Do you feel that you are kept informed of changes with the agency and are given enough information to understand the changes that do occur?



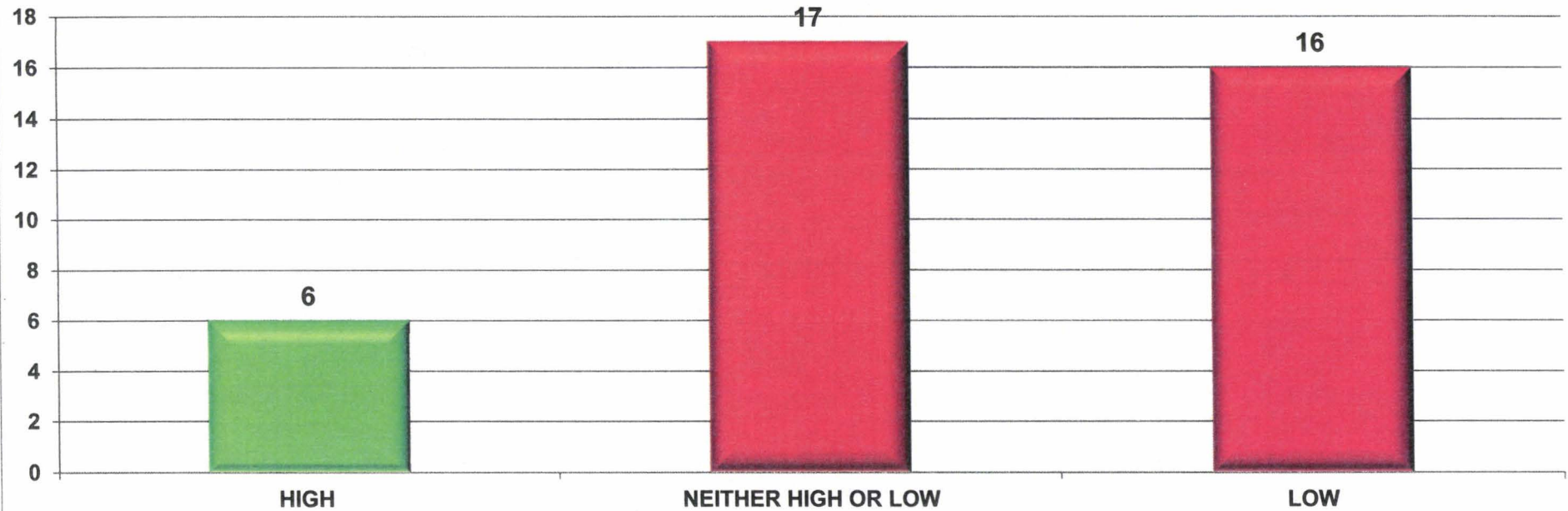
6 - Do you have a good working relationship with your co-workers?



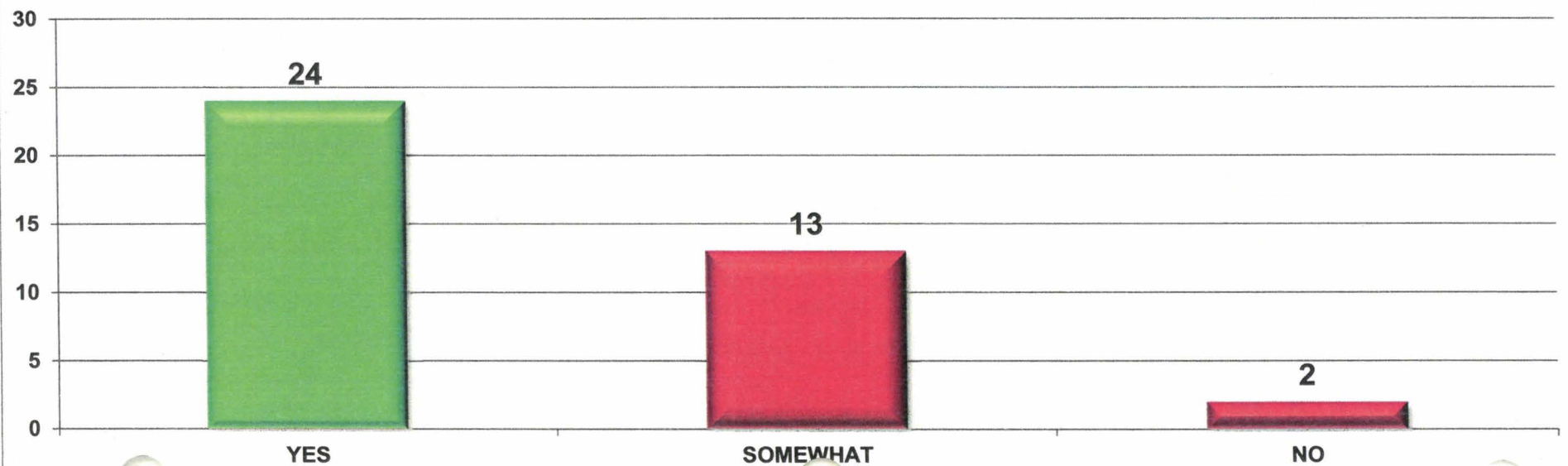
7 - Do you have a good working relationship with your supervisor?



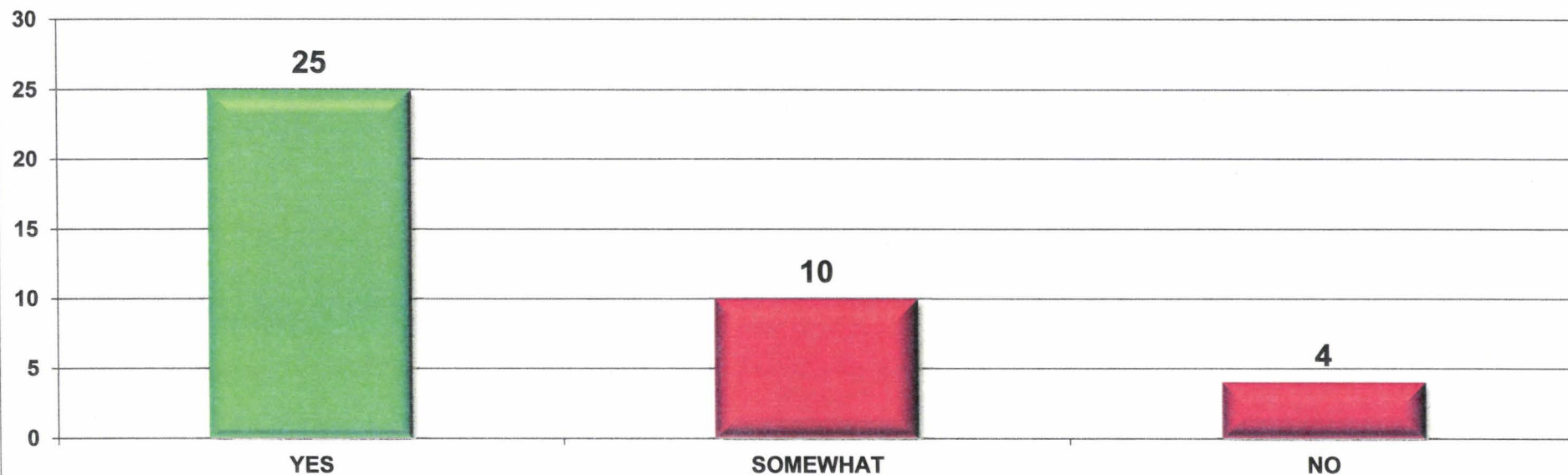
7 - How is the morale in your office?



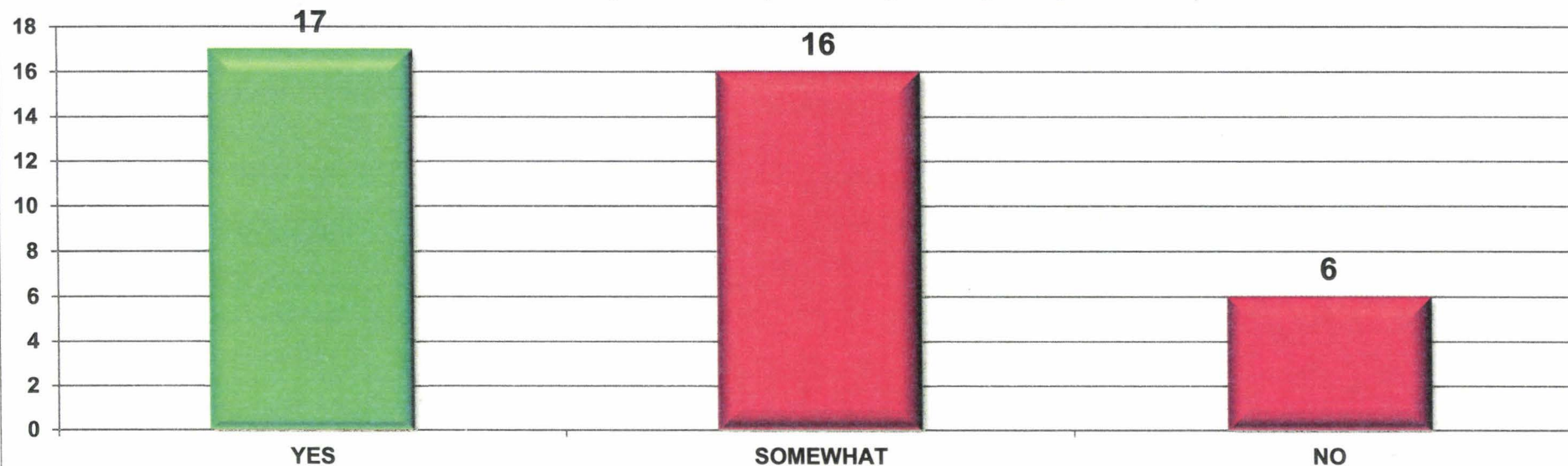
9 - Do you have the opportunity to get help from co-workers, lead-users, and supervisors when needed?



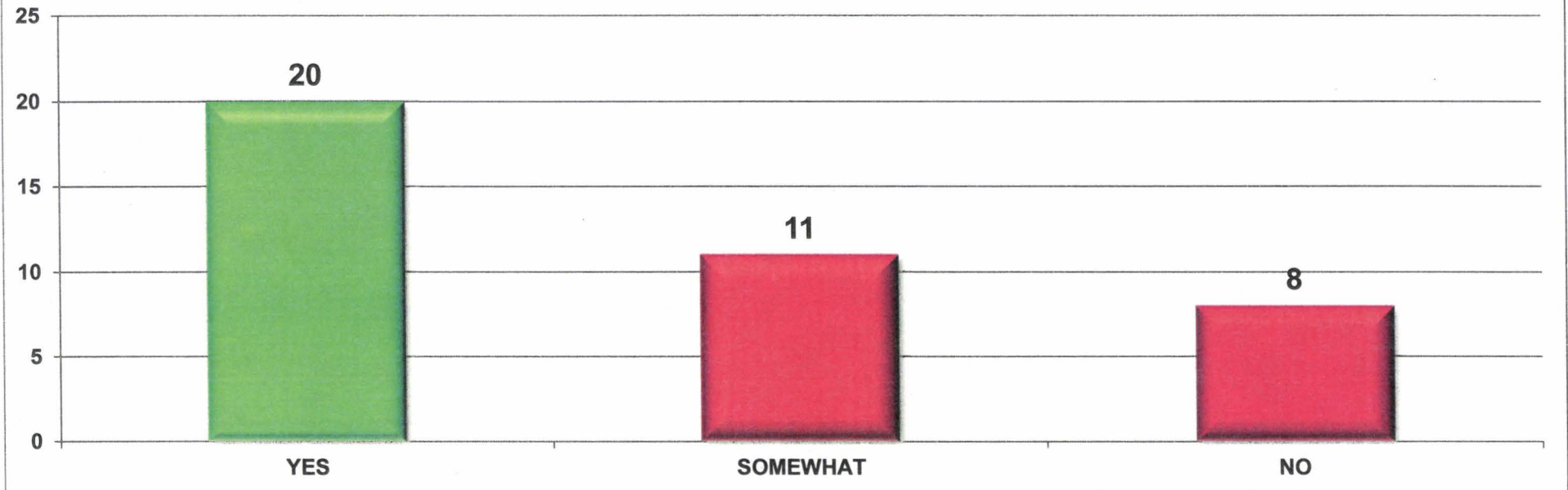
10 - If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?



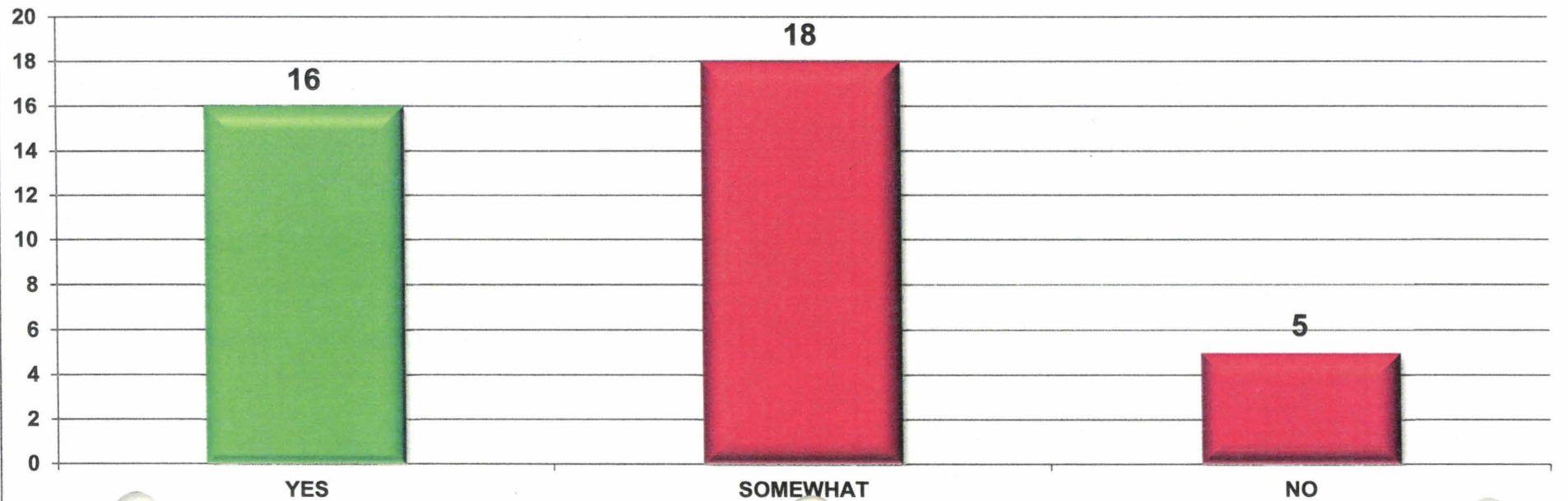
11 - Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?



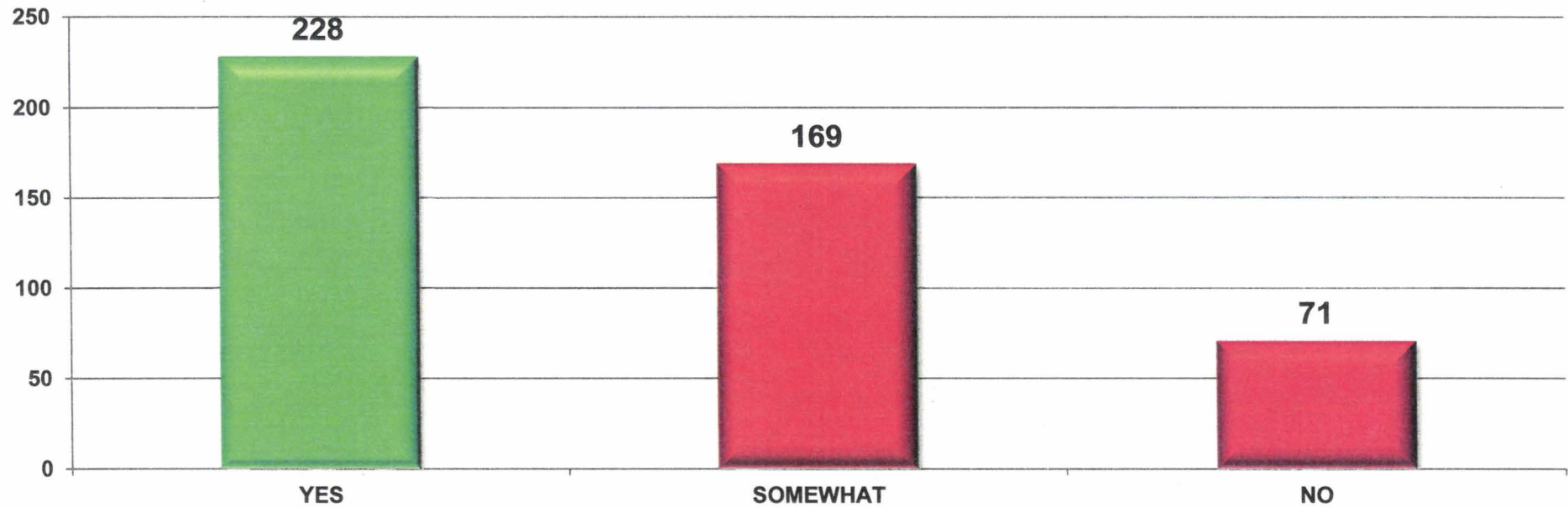
12 - Do you feel like your efforts make a positive difference in the success of the agency.



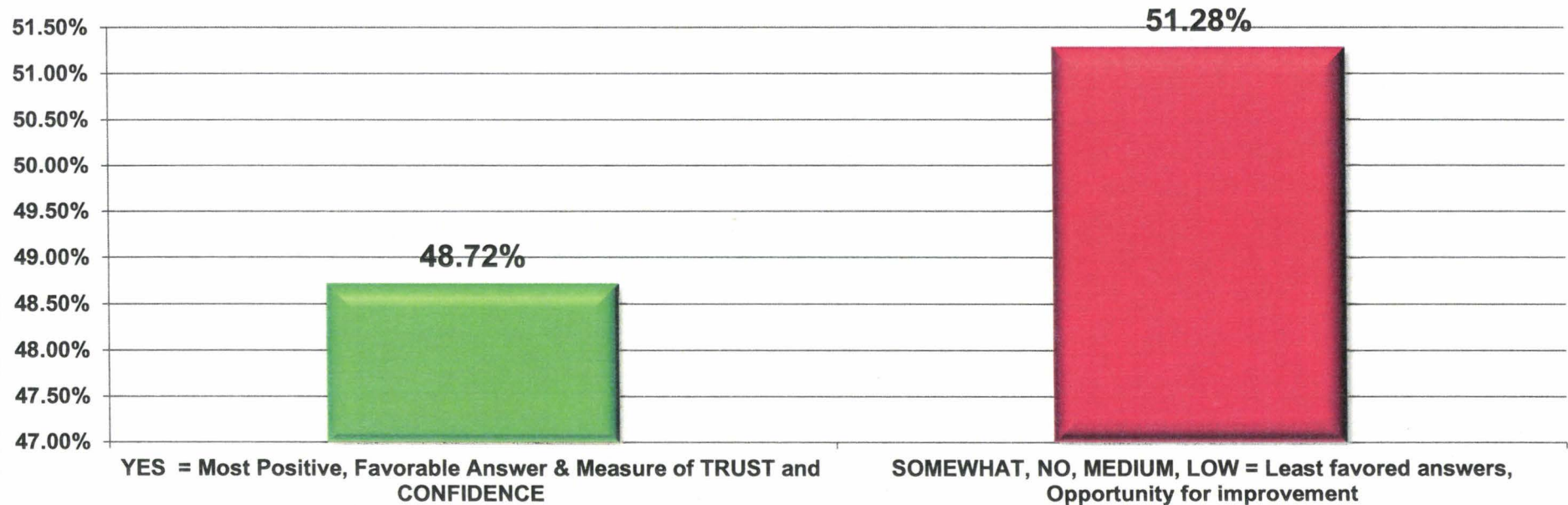
13 - Overall, are you satisfied with your job at the SCDMV?



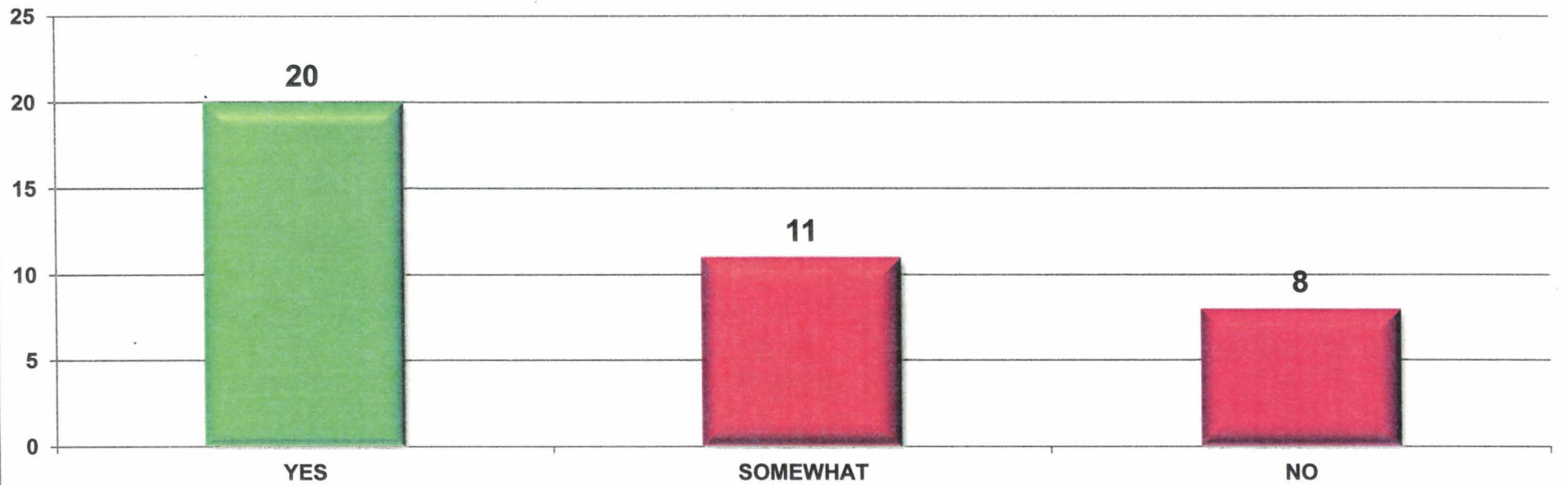
OVERALL RESULTS



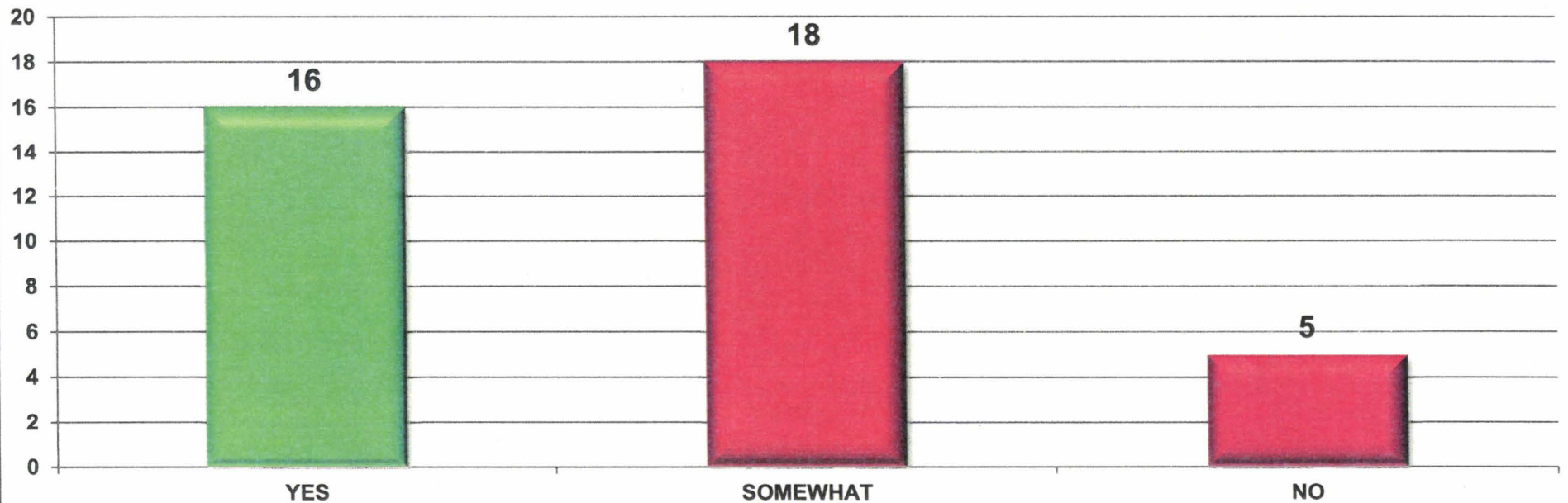
FINAL SCORE



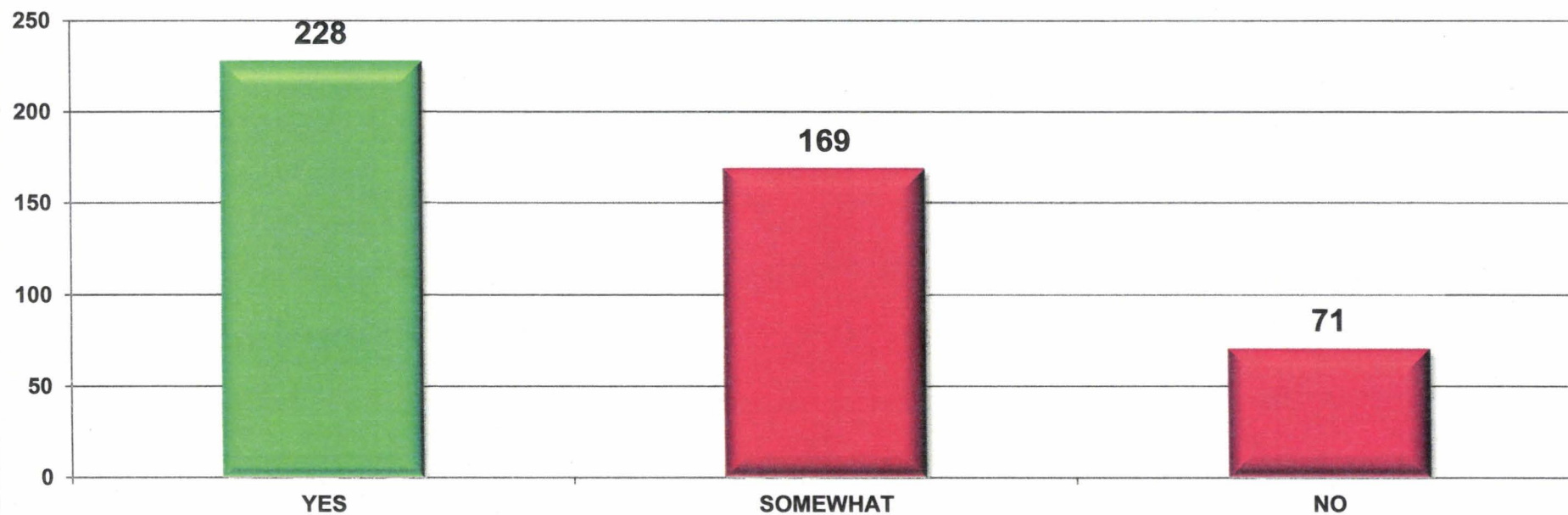
12 - Do you feel like your efforts make a positive difference in the success of the agency.



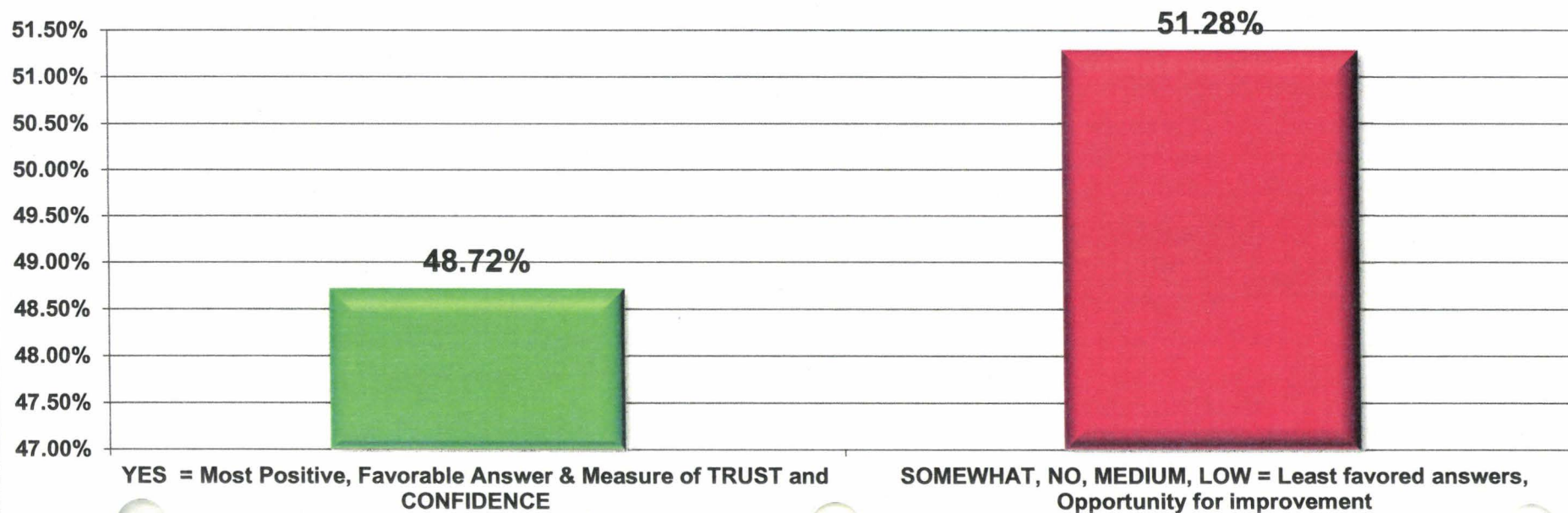
13 - Overall, are you satisfied with your job at the SCDMV?



OVERALL RESULTS



FINAL SCORE



1 - Do you feel like you have enough resources and support to do your job?

YES	19
SOMEWHAT	14
NO	6

2 - Do you feel you have been successfully trained in all areas necessary to perform your job?

YES	7
SOMEWHAT	20
NO	12

4 - When performing your job, are other areas of the agency helpful when needing their assistance?

YES	14
SOMEWHAT	20
NO	5

5 - Do you feel that you are kept informed of changes with the agency and are given enough information to understand the changes that do occur?

YES	17
SOMEWHAT	16
NO	6

6 - Do you have a good working relationship with your co-workers?		7 - Do you have a good working relationship with your supervisor?
---	--	---

YES	32
SOMEWHAT	7
NO	0

YES	31
SOMEWHAT	7
NO	1

8 - How is the morale in
your office?

HIGH	6
NEITHER HIGH OR LOW	17
LOW	16

9 - Do you have the
opportunity to get help
from co-workers, lead-
users, and supervisors
when needed?

YES	24
SOMEWHAT	13
NO	2

10 - If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?

YES	25
SOMEWHAT	10
NO	4

11 - Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?

YES	17
SOMEWHAT	16
NO	6

12 - Do you feel like your efforts make a positive difference in the success of the agency.

YES	20
SOMEWHAT	11
NO	8

13 - Overall, are you satisfied with your job at the SCDMV?

YES	16
SOMEWHAT	18
NO	5

OVERALL RESULTS

YES	228
SOMEWHAT	169
NO	71
468	

YES = Most Positive, Favorable Answer & Measure of TRUST and CONFIDENCE

SOMEWHAT, NO, MEDIUM, LOW = Least favored answers, Opportunity for improvement

FINAL SCORE

48.72%

51.28%

Yes	yes, trending up	YES Subtotal	Somewhat	somewhat, Trending up
1	19	19	4	8
2	7	7	9	8
3 See comments below		0		
4	14	14	13	2
5	17	17	9	4
6	31	1	32	4
7	30	1	31	4
8		0		
9	24	24	8	3
10	25	25	6	1
11	16	1	17	11
12	20	20	4	5
13	16	16	10	5
14 See comments below		0		

3 Suspensions

Financial Responsibility

International Customers

Violations

Basic Vehicle Training

Driver

Plate decal, Disabled Plates, & Placard

Scenario based info on the cloud

Stop fee on vehicle registrations

Customer policies regarding authorized individuals submitting/requesting services in their absence

Processing times for transactions

Vehicle requirement for those purchased overseas. Which countries give titles versus bills of sale to

somewhat trending down	somewhat, Stagnant	SOMEWHAT Subtotal	No	no,trending up
	2	14	5	
	3	20	8	1
		0		
1	4	20	4	
1	2	16	3	
	1	7		
	1	7		
		0		
1	1	13	1	
1	2	10	3	1
	2	16	4	1
2		11	5	
1	2	18	3	

2
6
1
1
6
4
1
1
1

, semi-trailer Phtag, specialty/personalized plates, timeframes for processing; reposessions
a purchaser.

no, Trending down	no, stagnant	NO Subtotal	High	Low	low trending down	low trending up
	1		6			
	1	2	12			
			0			
	1		5			
	1	2	6			
			0			
	1		1			
			0	6	12	1
	1		2			1
			4			
		1	6			
	1	2	8			
	2		5			

low
stagnant

LOW
Subtotal

Neither High or Low

Neither high or low
trending down

Neither high or low
trending up

2

16

7

1

4

Neither high or low
stagnant

MEDIUM Subtotal

5

17

39
39
0
39
39
39
39
39
39
39
39
39
0

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in?						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	<input type="radio"/> High	<input checked="" type="radio"/> Low	<input type="radio"/> Neither High or Low	Trending Up ↑ ✓	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be?						
	Training process -						

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in?						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	High	Low	Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be?						

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in?						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	High	Low	Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔

14 If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be?

better communication from upper management (supervisors, leads, trainers, Director) in a timely manner so the department can be on the same page.

Thanks for your time.

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in?						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers? <i>Im Isolated</i>	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)? <i>Im Isolated too</i>	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office? <i>Happy for work but miserable to the point</i>	High	Low	Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance? <i>we always get what we dont do</i>	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>* Reasonable close to reality salary *</i>						

**SCDMV Contact Center
Employee Climate Survey**

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Survey Questions						
1	Do you feel like you have enough resources and support to do your job?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
3	Are there any areas in which you need additional training in? <i>FR, Drivers</i>					
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
6	Do you have a good working relationship with your co-workers?	<input checked="" type="radio"/> Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
7	Do you have a good working relationship with your supervisor(s)?	Yes	No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
8	How is the morale in your office?	High	<input checked="" type="radio"/> Low	Neither High or Low	Trending Up ↑	Trending Down ↓ ↔ Stagnant
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
13	Overall, are you satisfied with your job at the SCDMV?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>more resources, more leadership. Positive feedback</i>					

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input checked="" type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
3	Are there any areas in which you need additional training in? <i>everyone needs to be cross trained</i>						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input checked="" type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
6	Do you have a good working relationship with your co-workers?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
7	Do you have a good working relationship with your supervisor(s)?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
8	How is the morale in your office?	High <input checked="" type="checkbox"/>	Low <input type="checkbox"/>	Neither High or Low <input type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input checked="" type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input checked="" type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
13	Overall, are you satisfied with your job at the SCDMV?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>If would be helpful if all Supervisors and Leads were not in the meeting at the same time being that there is no help on the floor at time, it even though we have our co-worker</i>						

Some of the questions are complicated and difficult and we can't find an.

**SCDMV Contact Center
Employee Climate Survey**

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in? NO						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	<input type="radio"/> High	<input type="radio"/> Low	<input checked="" type="radio"/> Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? BETTER PAY						

**SCDMV Contact Center
Employee Climate Survey**

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	<u>Yes</u>	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	No	<u>Somewhat</u>	<u>Trending Up ↑</u>	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in? <i>which susp. you still still need after 10 years</i>						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	<u>Yes</u>	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	<u>Yes</u>	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	Yes	No	<u>Somewhat</u>	<u>Trending Up ↑</u>	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	<u>Yes</u>	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	<u>High</u>	Low	Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	<u>Yes</u>	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	<u>Yes</u>	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	<u>Somewhat</u>	<u>Trending Up ↑</u>	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	<u>Yes</u>	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	No	<u>Somewhat</u>	Trending Up ↑	Trending Down ↓	<u>Stagnant</u>
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>Don't have anything.</i>						

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Employee Climate Survey**

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in?						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	<input checked="" type="radio"/> High	<input type="radio"/> Low	<input type="radio"/> Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be?						

**SCDMV Contact Center
Employee Climate Survey**

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Survey Questions						
1	Do you feel like you have enough resources and support to do your job?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
3	Are there any areas in which you need additional training in? <i>Need training in</i>					
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
6	Do you have a good working relationship with your co-workers?	<input checked="" type="radio"/> Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
7	Do you have a good working relationship with your supervisor(s)?	<input checked="" type="radio"/> Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
8	How is the morale in your office?	High	<input checked="" type="radio"/> Low	Neither High or Low	Trending Up ↑	Trending Down ↓ ↔ Stagnant
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	<input checked="" type="radio"/> Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	<input checked="" type="radio"/> Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
13	Overall, are you satisfied with your job at the SCDMV?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ Stagnant
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>I would recommend a pay increase, for the amount of work required & the amount</i>					

of callers calling this agency is giving their employees crumbs. This is why you can't keep your employees in the contact center. You want 15th-16th work but 10th-11th payout that's ludicrous. Pay more & people will stay.

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in? <i>I learn as I go</i>						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	<input checked="" type="radio"/> High	<input type="radio"/> Low	<input type="radio"/> Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>Everyone having similar cubicles</i>						

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes	<input checked="" type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in?						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	<input checked="" type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	High	<input checked="" type="radio"/> Low	<input type="radio"/> Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	<input checked="" type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	<input checked="" type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	<input checked="" type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>Pay increase</i>						

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in? <i>FR Support & Titles (Vehicle)</i>						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	<input type="radio"/> High	<input type="radio"/> Low	<input checked="" type="radio"/> Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔

SCDMV Contact Center
Employee Climate Survey

14 If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be?

I feel things are run very efficiently,

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in? <i>Driver + Vehicle Eventually</i>						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	<input type="radio"/> High	<input type="radio"/> Low	<input checked="" type="radio"/> Neither High or Low	Trending Up ↑	Trending Down ↓	<input checked="" type="radio"/> Stagnant
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	<input checked="" type="radio"/> Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>More access to a lead or Super when needed.</i>						

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	<input checked="" type="radio"/> Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	<input checked="" type="radio"/> Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in? <i>International Customers, Suspt + Violations</i>						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	Somewhat	Trending Up ↑	<input checked="" type="radio"/> Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	<input checked="" type="radio"/> Trending Down ↓	<input checked="" type="radio"/> Stagnant ↔
6	Do you have a good working relationship with your co-workers?	Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	<input checked="" type="radio"/> Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	<input checked="" type="radio"/> Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	High	<input checked="" type="radio"/> Low	Neither High or Low	Trending Up ↑	<input checked="" type="radio"/> Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	<input checked="" type="radio"/> Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	<input checked="" type="radio"/> Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	<input checked="" type="radio"/> Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	Somewhat	Trending Up ↑	<input checked="" type="radio"/> Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	<input checked="" type="radio"/> Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>More positive feedback from Supervisors. More resource to help not only in-State but OOS. Payment over phone.</i>						

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in? yes						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	High	Low	Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? Provide reasons why need training in more areas.						

SCDMV Contact Center
Employee Climate Survey

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Survey Questions						
1	Do you feel like you have enough resources and support to do your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
3	Are there any areas in which you need additional training in? MORE TRAINING ON STOP FEE ON VEHICLE REGISTRATIONS BASIC VEHICLE TRAINING					
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
6	Do you have a good working relationship with your co-workers?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
8	How is the morale in your office?	High	Low	Neither High or Low	Trending Up ↑	Trending Down ↓ Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔

14 If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be?
For my work team - WE HAVE SOME WHO GO ON EARLY AND LATE LUNCHES - THE CAFE IS NOT OPENED UNTIL 11:30 - AND CLOSES AT 2PM MAKING THESE AGENTS TO EITHER WAIT 30 MINUTES THEIR LUNCH TIME OR MISS THE OPPORTUNITY TO GET LUNCH WITHOUT LEAVING THE BUILDING - IF THERE WERE A WAY FOR THE CAFE TO EITHER OPEN A LITTLE EARLIER AND STAY OPEN A FEW MINS. AFTER 2PM THIS MIGHT HELP THOSE AGENTS

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes	No	Somewhat ✓	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	No	Somewhat ✓	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in? <i>FR, Drivers</i>						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	Somewhat ✓	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	Somewhat ✓	Trending Up ↑ ✓	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	Yes	No	Somewhat ✓	Trending Up ↑ ✓	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes ✓	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	High	Low	<u>Neither High or Low</u>	Trending Up ↑ ✓	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes ✓	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	No	Somewhat ✓	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	Somewhat ✓	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	No	Somewhat ✓	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	No	Somewhat ✓	Trending Up ↑ ✓	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>The Ability to look up Return Decals</i>						

**SCDMV Contact Center
Employee Climate Survey**

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in?						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	<input checked="" type="radio"/> Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	<input checked="" type="radio"/> Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	High	<input checked="" type="radio"/> Low	Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	<input checked="" type="radio"/> Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	<input checked="" type="radio"/> No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	<input checked="" type="radio"/> Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	<input checked="" type="radio"/> Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔

SCDMV Contact Center
Employee Climate Survey

14 If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be?

Add More AGENTS - walls to Duffer Sound & Noise

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	<input checked="" type="radio"/> Stagnant ↔
3	Are there any areas in which you need additional training in? <i>I would really like more training in driver and FR because I normally have to transfer the customer. I also have issue with some small things like disable placard and plate. Some of the plate and decal information confuse me sometimes. Sometimes I often if it hard when customer's have late fees and they don't show up every now and then.</i>						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	<input checked="" type="radio"/> Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	<input type="radio"/> High	<input checked="" type="radio"/> Low	<input type="radio"/> Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>I recommend that we all stop thinking we know more than the next person because we are all here to learn from one another. And some co-workers are mean and don't like to help some it is good that the cloud is there to help us with questions.</i>						

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes ✓	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes ✓	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in? <div align="center">FR</div>						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	Somewhat ✓	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	Somewhat ✓	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	Yes ✓	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes ✓	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	High	Low	Neither High or Low ✓	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes ✓	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	No	Somewhat ✓	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes ✓	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes ✓	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes ✓	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be?						

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in? <i>More than just the basic information about drivers record like scenario based. Some questions we are asked by customers are realistic and often times are not on the cloud.</i>						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	High	Low	Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔

SCDMV Contact Center
Employee Climate Survey

14 If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be?

Better ways to search information and policies on the Intranet. Also, not to have all

managers in meetings at one time as well as lead members because not always are the coworkers able to help in searching specific answers. (To avoid wrong information being given to the customer.).

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input checked="" type="checkbox"/>	Trending Up <input checked="" type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
3	Are there any areas in which you need additional training in? <i>Vehicle training</i>						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
6	Do you have a good working relationship with your co-workers?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
7	Do you have a good working relationship with your supervisor(s)?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input checked="" type="checkbox"/>	Trending Up <input checked="" type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
8	How is the morale in your office?	High <input type="checkbox"/>	Low <input type="checkbox"/>	Neither High or Low <input checked="" type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input checked="" type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input checked="" type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input checked="" type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input checked="" type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
13	Overall, are you satisfied with your job at the SCDMV?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Somewhat <input checked="" type="checkbox"/>	Trending Up <input type="checkbox"/>	Trending Down <input type="checkbox"/>	Stagnant <input type="checkbox"/>
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>More Pay, Rise for cost of Living things Today</i>						

SCDMV Contact Center
Employee Climate Survey

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Survey Questions						
1	Do you feel like you have enough resources and support to do your job?	Yes	No	Somewhat	Trending Up ↑ ✓	Trending Down ↓ ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ ✓
3	Are there any areas in which you need additional training in? <i>If we take calls that are not in our field of training and we are not to transfer the call. We need to have training in other areas. FR and Driver</i>					
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ ✓
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	Somewhat	Trending Up ↑ ✓	Trending Down ↓ ↔
6	Do you have a good working relationship with your co-workers?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes	No	Somewhat	Trending Up ↑ ✓	Trending Down ↓ ↔
8	How is the morale in your office?	High	Low	Neither High or Low	Trending Up ↑	Trending Down ↓ ↔ ✓
9	Do you have the opportunity to get help from <u>co-workers</u> , <u>team leads</u> , and supervisors when needed? <i>Some</i>	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ ✓
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ ↔ ✓
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	No	Somewhat	Trending Up ↑ ✓	Trending Down ↓ ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>real Communication between the different Departments.</i>					

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in? Yes, I would like to at some point be able to consider myself as a valuable resource for others to come to when the answers can't be found or are not clear. There are too many grey areas I would like closure on, because I would want someone to know as much as possible if handling my account, instead of saying "maybe" and "should be" constantly.						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	High	Low	Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? I would say that positive reinforcement would work wonders in the Contact Center. All too often we are told what we are doing wrong, and dealing with difficult customers, plus not being able to participate in DMV activities, it makes things seem worse than they really are.						

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in? <i>I would love additional training on Vehicle calls, since I feel comfortable with Driver and FR.</i>						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	<input checked="" type="radio"/> High	<input type="radio"/> Low	<input type="radio"/> Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>I would suggest having a few more team leads, because sometimes, we increase our call times waiting for assistance from a lead or supervisor that is already occupied.</i>						

**SCDMV Contact Center
Employee Climate Survey**

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes	No	<u>Somewhat</u>	Trending Up ↑ <u>X</u>	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	No <u>X</u>	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in? <i>Cost policies regarding authorized individuals submitting/requesting services in their absence; Semi-trailer PV Tag; Specialty/Personalized plates; Time frames for processing; Repossessions</i>						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No <u>X</u>	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	<u>Somewhat</u>	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	Yes <u>X</u>	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes <u>X</u>	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	High	Low <u>X</u>	Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	No	<u>Somewhat</u>	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes <u>X</u>	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	<u>Somewhat</u>	Trending Up ↑	Trending Down ↓	Stagnant ↔ <u>X</u>
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes <u>X</u>	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	No	<u>Somewhat</u>	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>Rules/policies should make more sense.</i>						

**SCDMV Contact Center
Employee Climate Survey**

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Survey Questions						
1	Do you feel like you have enough resources and support to do your job?	Yes	<input checked="" type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	<input checked="" type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔
3	Are there any areas in which you need additional training in?					
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔
6	Do you have a good working relationship with your co-workers?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔
8	How is the morale in your office?	High	<input type="radio"/> Low	<input checked="" type="radio"/> Neither High or Low	Trending Up ↑	Trending Down ↓ ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓ ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be?					

We need more money!!!! and we need better Team Leads

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Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	<input type="radio"/> Yes	<input checked="" type="radio"/> No	<input type="radio"/> Somewhat	<input checked="" type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
3	Are there any areas in which you need additional training in?						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	<input checked="" type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
6	Do you have a good working relationship with your co-workers?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
8	How is the morale in your office?	<input type="radio"/> High	<input checked="" type="radio"/> Low	<input type="radio"/> Neither High or Low	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	<input type="radio"/> Yes	<input checked="" type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>More positive Attitudes</i>						

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Employee Climate Survey**

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	<input type="radio"/> Yes	<input checked="" type="radio"/> No	<input checked="" type="radio"/> Somewhat	<input checked="" type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
3	Are there any areas in which you need additional training in?						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	<input checked="" type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
6	Do you have a good working relationship with your co-workers?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
8	How is the morale in your office?	<input type="radio"/> High	<input type="radio"/> Low	<input checked="" type="radio"/> Neither High or Low	<input checked="" type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? Better communication between the title department and the contact center. Ex. More accurate Timeframes for processing, follow ups with customers, more detailed rejection notices with packages						

**SCDMV Contact Center
Employee Climate Survey**

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes	No	Somewhat ✓	Trending Up ↑ ✓	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	No	Somewhat ✓	Trending Up ↑ ✓	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in? <i>determining the right processing times for transactions</i>						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes ✓	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	Somewhat ✓	Trending Up ↑	Trending Down ↓	Stagnant ↔ ✓
6	Do you have a good working relationship with your co-workers?	Yes ✓	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes ✓	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	High	Low ✓	Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes ✓	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes ✓	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	Somewhat ✓	Trending Up ↑	Trending Down ↓	Stagnant ↔ ✓
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	No	Somewhat ✓	Trending Up ↑ ✓	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	No	Somewhat ✓	Trending Up ↑ ✓	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>consistent communication in all areas.</i>						

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes	No	Somewhat	Trending Up ↑ ✓	Trending Down ↓ ↔	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	No	Somewhat	Trending Up ↑ ✓	Trending Down ↓ ↔	Stagnant ↔
3	Are there any areas in which you need additional training in?						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔ ✓
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	Somewhat	Trending Up ↑ ✓	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	High	Low	Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔ ✓
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔ ✓
13	Overall, are you satisfied with your job at the SCDMV?	Yes	No	Somewhat	Trending Up ↑ ✓	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? To actually provide "customer service" and help the customers in first call resolution rather than rushing them off the phone.						

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3	Are there any areas in which you need additional training in?						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
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7	Do you have a good working relationship with your supervisor(s)?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	<input type="radio"/> High	<input type="radio"/> Low	<input checked="" type="radio"/> Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? CROSS TRAINING IN NOT JUST YOU AREA BUT IN ALL AREAS VHC/DRIVERS/FR SO THAT THERE IS MORE CONSISTENT & ACCURATE INFO GIVEN. ALSO HELP WHEN CALLS GET HIGH IN DIFF AREAS.						

SCDMV Contact Center
Employee Climate Survey

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in? Driver and FR if they want us to be able to assist the customers and transfer.						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	High	Low	Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? Better training and make employees feel appreciated. more						

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Employee Climate Survey

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Survey Questions						
1	Do you feel like you have enough resources and support to do your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
3	Are there any areas in which you need additional training in? _____					
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
6	Do you have a good working relationship with your co-workers?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
8	How is the morale in your office?	High	Low	Neither High or Low	Trending Up ↑	Trending Down ↓ Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓ Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? get more of CSR's on the same page with certain policies and procedures, recognize employees hard work more than once a year.					

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Employee Climate Survey**

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Survey Questions							
1	Do you feel like you have enough resources and support to do your job?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
2	Do you feel you have been successfully trained in all areas necessary to perform your job?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	<input checked="" type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
3	Are there any areas in which you need additional training in?						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input checked="" type="radio"/> Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input checked="" type="radio"/> Stagnant ↔
6	Do you have a good working relationship with your co-workers?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
8	How is the morale in your office?	<input type="radio"/> High	<input checked="" type="radio"/> Low	<input type="radio"/> Neither High or Low	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input checked="" type="radio"/> Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	<input checked="" type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	<input type="radio"/> Yes	<input type="radio"/> No	<input checked="" type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input checked="" type="radio"/> Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	<input type="radio"/> Trending Up ↑	<input type="radio"/> Trending Down ↓	<input type="radio"/> Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be?						
<p>BETTER pay and training in the skill level that you are assigned to.</p>							

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Survey Questions							
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2	Do you feel you have been successfully trained in all areas necessary to perform your job?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
3	Are there any areas in which you need additional training in? <i>Vehicle requirement for those purchased overseas. there is always a dispute about which countries give titles versus Bills of Sale to a purchaser.</i>						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
5	Do you feel that you are kept informed of changes with the agency and you are given enough information to understand the changes that occur?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
6	Do you have a good working relationship with your co-workers?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
7	Do you have a good working relationship with your supervisor(s)?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
8	How is the morale in your office?	High	Low	Neither High or Low	Trending Up ↑	Trending Down ↓	Stagnant ↔
9	Do you have the opportunity to get help from co-workers, team leads, and supervisors when needed?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
11	Does your supervisor/manager give you regular and effective feedback that helps to improve your job performance?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
12	Do you feel like your efforts make a positive difference in the success of the agency?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	Yes	No	Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>a pay increase would make us feel the amount of work we do is more justified</i>						

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3	Are there any areas in which you need additional training in? <i>Yes; no vehicle</i>						
4	When performing your job, are other areas of the Agency helpful when needing their assistance?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
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10	If additional help is needed on a phone call, do you feel comfortable asking your supervisor(s) for help?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
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12	Do you feel like your efforts make a positive difference in the success of the agency?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
13	Overall, are you satisfied with your job at the SCDMV?	<input checked="" type="radio"/> Yes	<input type="radio"/> No	<input type="radio"/> Somewhat	Trending Up ↑	Trending Down ↓	Stagnant ↔
14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be? <i>more clarity about things</i>						

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Employee Climate Survey**

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14	If you could recommend (1) one change that would have a direct and positive effect on your work team or in our agency, what would it be?						

Certified Public Manager (CPM) Project Guidelines

CPM Project Mentor: Nathan Strong & ???

Acceptable Projects Include

- Process improvement of an existing agency work process
- Development and implementation of a new agency work process
- Research leading to recommendations on processes to implement or use

Unacceptable Projects Include

- Developing policies and procedures for existing work processes
- Implementing a process developed by others
- Research papers with no direct application to your work

Format

- Projects should follow the Project Outline provided unless modifications have been approved by your mentor
- Appropriate footnotes or end notes should be provided when other sources are used
- Appendices should be provided as a reference when data gathered is cited in the project
- Projects should be no less than 10, or more than 15, double-spaced typed pages in a 12 point font, excluding appendices.
- Project drafts may be submitted electronically in MSWord not PDF files, but approved final versions of the project must be submitted in an appropriate binder Stephanie Duncan in OHR.

Timeline and Milestones

- Project proposals are due to your mentor on August 11, 2014. Use the project proposal form provided.
- During August or early September, you will meet/talk with your mentor to discuss your project and receive approval. **You** are responsible for contacting your mentor and setting up an in-person or telephone meeting to discuss your project. **Your project must be approved to receive credit.**
- Project progress summaries are due on December 1, 2014. This is a 1-2 page description of the **data** you have gathered, or still need to gather, the analysis you have done (or plan to do), and how you plan to use it in your project. It is **not** a draft of the entire project.
- Final drafts are due on February 2, 2015.

- Extensions are granted by **written request only**. All requests will be reviewed on a case-by-case basis. If your project has not been **received and approved**, you will **not** be allowed to sit for the final exam.

Project Process Key Dates

May 8, 2014

Project Overview Session

August 11, 2014

Project proposals due

Individual project discussions begin

September-November, 2014

Data gathering on projects

Writing of data summary

December 1, 2014

Progress summary due to mentor

Feedback from mentor to candidates

February 2, 2015

Projects Due

March 8, 2015

Final Project Approval deadline

Mitchell, Jamar K

From: Mitchell, Jamar K
Sent: Friday, July 11, 2014 5:25 PM
To: 'strongn@mailbox.sc.edu'
Cc: McFarlan, Isaac J; Cisson, Melissa
Subject: 2014-2015 CPM Project Proposal
Attachments: CPM Project Proposal Draft.docx

Good afternoon Nathan,

The following CPM participants (including myself) would like to propose a group project for the South Carolina Department of Motor Vehicles:

- Melissa Cisson, Contact Center Deputy Director – Customer Service Delivery
- Isaac (Ike) McFarlan, Training & Development Director – Training & Change Management
- Jamar Mitchell, Employee Relations Manager – Human Resources

Please review the attached draft proposal at your convenience, and provide your feedback. We believe that this idea significantly touches each of our respective areas. If successfully implemented, this project can have a significant impact on the Agency's strategic plan, maximize current effectiveness and efficiency of business operations, and also help prepare for future growth and sustainability of the workforce if expanded uniformly across the organization.

We also would like to schedule a conference call with you sometime next week when your schedule permits to discuss in further detail our proposal and answer any initial questions that you may have.

Let us know your thoughts, and thank you in advance for your advice and suggestions.

Jamar Mitchell, Employee Relations Manager

Human Resources
South Carolina Department of Motor Vehicles
10311 Wilson Blvd.
Blythewood, SC 29016
Office: 803-896-9704
Cell: 803-413-4751
Fax: 803-896-9712
Jamar.Mitchell@scdmv.net



*It's a great day
in South Carolina!*

Competent, Committed, Courteous ... the qualities of a model employee

The information transmitted is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged SCDMV material. Any review, retransmission, dissemination or other use of, or taking of any action in reliance upon, this information by persons or entities other than the intended recipient is prohibited. If you received this message in error, please contact the sender and delete the material from any computer.

PROJECT PROPOSAL
CERTIFIED PUBLIC MANAGER PROGRAM

NAME Melissa Cisson, Jamar Mitchell, Ike McFarlan CLASS CPM 2015 DATE 08/08/14

ORGANIZATION South Carolina Department of Motor Vehicles

PROPOSED TITLE OF YOUR PROJECT Contact Center Performance Improvement Project

What is the issue you wish to investigate or topic you wish to research?

Reduction of Quality of Service in the Contact Center as Indicated by Service Level Measurements

Definition of Service Level – A quality measurement that tracks volume and call handling times. SCDMV has set a service level goal to respond to a minimum of 80% of the calls in 2 minutes or less. Current measurements compared to historical reports show a drop in performance.

Why is this issue important to look at in your workplace?

Our Vision Statement:

SCDMV is a model state agency delivering exceptional customer service and promoting effective and efficient business processes, professional employees, innovative technology and strategic partnerships.

The Contact Center serves the citizens of South Carolina by responding to customer questions and concerns pertaining to DMV policies and procedures and by offering secure accurate, handling of information in a professional and courteous manner, for the purpose of timely deliverance of DMV issued credentials and placards.

When the Contact Center meets its service level goals, it plays a vital role in achieving the agency's exceptional customer service vision.

What is your GAP statement?

Service level measurements show that there has been a reduction in the quality of service provided in the Contact Center. Recent performance measurements show inconsistent service levels dropping below the 80% goal.

Our goal is to achieve consistent performance of 80% service level or higher by increasing job retention, improving the training process and decreasing HR actions.

What data will you need to gather and what methods will you use to gather it? What are the sources of your data?

1. Job posting periods, hiring, retention length, and turnover rate, are available through HR reports.
2. Number of corrective actions, absenteeism, number of employee complaints are available through HR reports.
3. Survey employees to measure morale before and after.
4. Baseline testing of current group before training and after.

PLEASE USE THIS SPACE TO ELABORATE ON ANY OF THE PRECEDING INFORMATION.

Please circle the answers the following questions about your project:

1. Does this project represent something you have a reasonable amount of control over in your current position?

A. Yes B. No C. Unsure

2. Has your supervisor reviewed and approved this project proposal?

A. Yes B. No

My current E-Mail Address: Melissa.Cisson@scdmv.net ; Jamar.Mitchell@scdmv.net;
Isaac.McFarlan@scdmv.net

My current Telephone Number: Melissa Cisson 803-896-9909, Jamar Mitchell 803-896-9704,
Ike McFarlan 803-896-4866

Submitted by:

Approval by (DHR/Mentor):

Date: _____

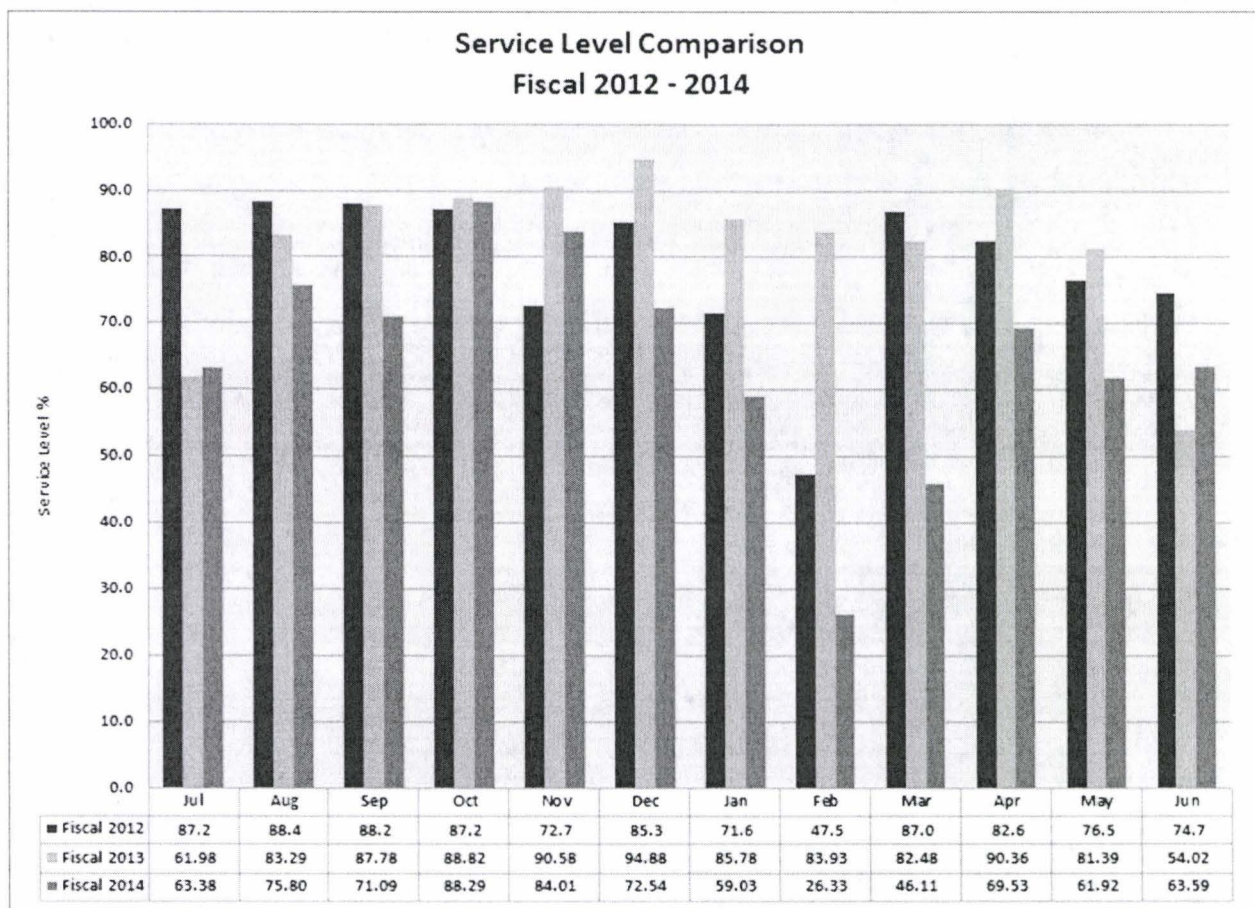
Date: _____

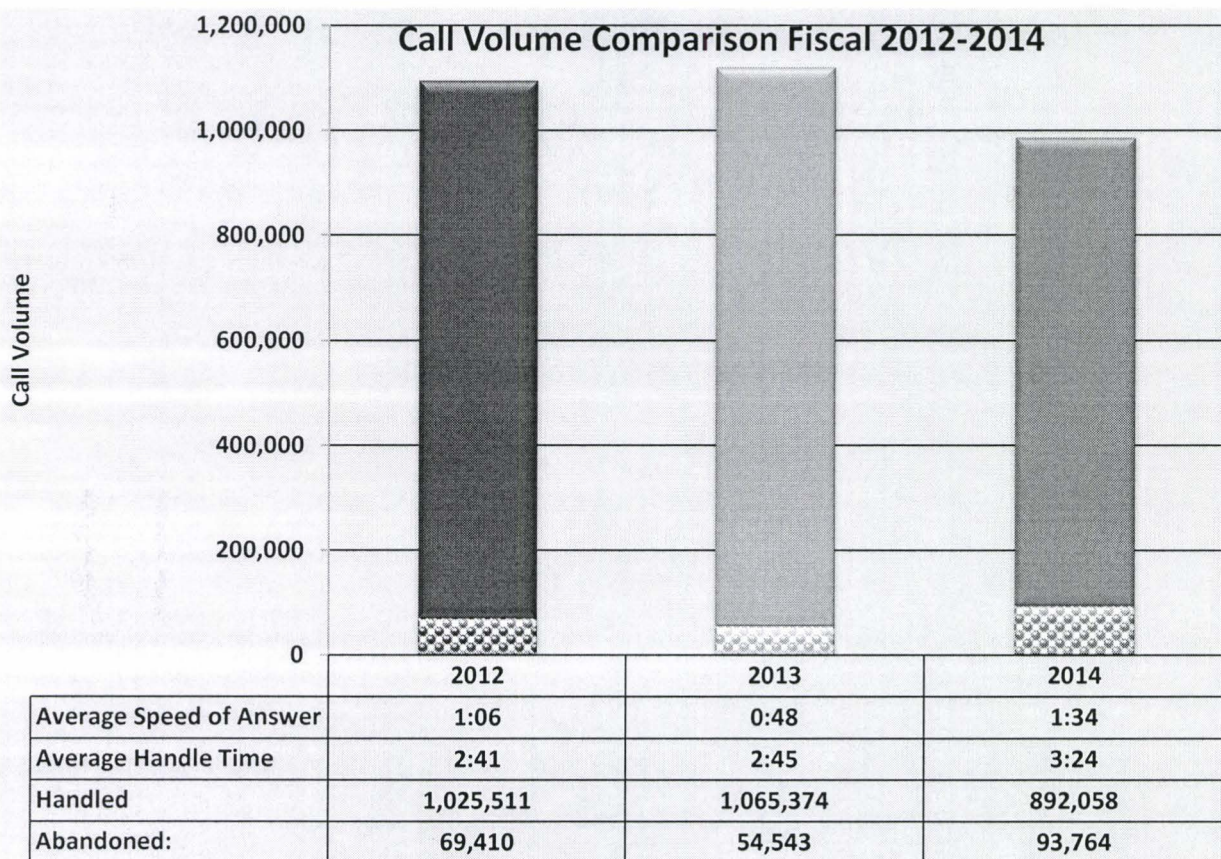
What is the issue you wish to investigate or topic you wish to research?

Reduction of Quality of Service in the Contact Center as Indicated by Service Level Measurements

Definition of Service Level – A quality measurement that tracks volume and call handling times. SCDMV has set a service level goal to respond to a minimum of 80% of the calls in 2 minutes or less.

Measurements show a drop in performance in meeting the service level goals:





Factors that Impact Service Level

1. Retention: The retention rate in the Contact Center has worsened from fiscal year 2012 to fiscal year 2014. This compromises our ability to consistently provide efficient and quality customer service and increases costs for the agency.
2. Training: The training program can no longer keep pace with the retention rate. The training was previously more individualized with no more than 2 employees being trained at a time. As indicated by the decrease in retention training is less individualized and is conducted at a faster rate.
3. Increased HR Actions: There has been an increase in HR related actions in the Contact Center. These include and leave and attendance issues, corrective actions and employee complaints.

Why is the issue important to look at in your workplace?

Vision Statement:

SCDMV is a model state agency delivering exceptional customer service and promoting effective and efficient business processes, professional employees, innovative technology and strategic partnerships.

The Contact Center serves the citizens of South Carolina by responding to customer questions and concerns pertaining to DMV policies and procedures and by offering secure accurate, handling of information in a professional and courteous manner, for the purpose of timely deliverance of DMV issued credentials and placards.

When the Contact Center meets its service level goals, it plays a vital role in achieving the agency's exceptional customer service vision.

What is your GAP statement?

Service level measurements show that there has been a reduction in the quality of service provided in the Contact Center. Recent performance measurements show inconsistent service levels dropping below the 80% goal.

Our goal is to achieve consistent performance of 80% or higher by increasing job retention, improving the training process and decreasing HR actions.

What data will you need to gather and what methods will you use to gather it?

What are the sources of your data?

- Job posting periods, hiring, retention length, and turnover rate, are available through HR reports.
- Number of corrective actions, absenteeism, number of employee complaints are available through HR reports.
- Survey employees to measure morale before and after.
- Baseline testing of current group before training and after.
- Historical reporting on call volume by agent and department service levels is available in daily, weekly, and monthly reports. These can be used to measure service level and production.



Contact Center Performance Improvement Project

Certified Public Manager Participants –
Melissa Cisson, Ike McFarlan, Jamar Mitchell



Purpose

- For your approval, this presentation is submitted as a brief overview of our proposed CPM project
- As information, this project proposal has been accepted by our CPM instructors

Critical Questions for Project Approval

1. What is the issue you wish to investigate or topic you wish to research?
2. Why is the issue important to look at in your workplace?
3. What is your GAP statement?
4. What data will you need to gather and what methods will you use to gather it? What are the sources of your data?

1. What is the issue you wish to investigate or topic you wish to research?

Reduction of Quality of Service in the Contact Center as Indicated by Service Level Measurements

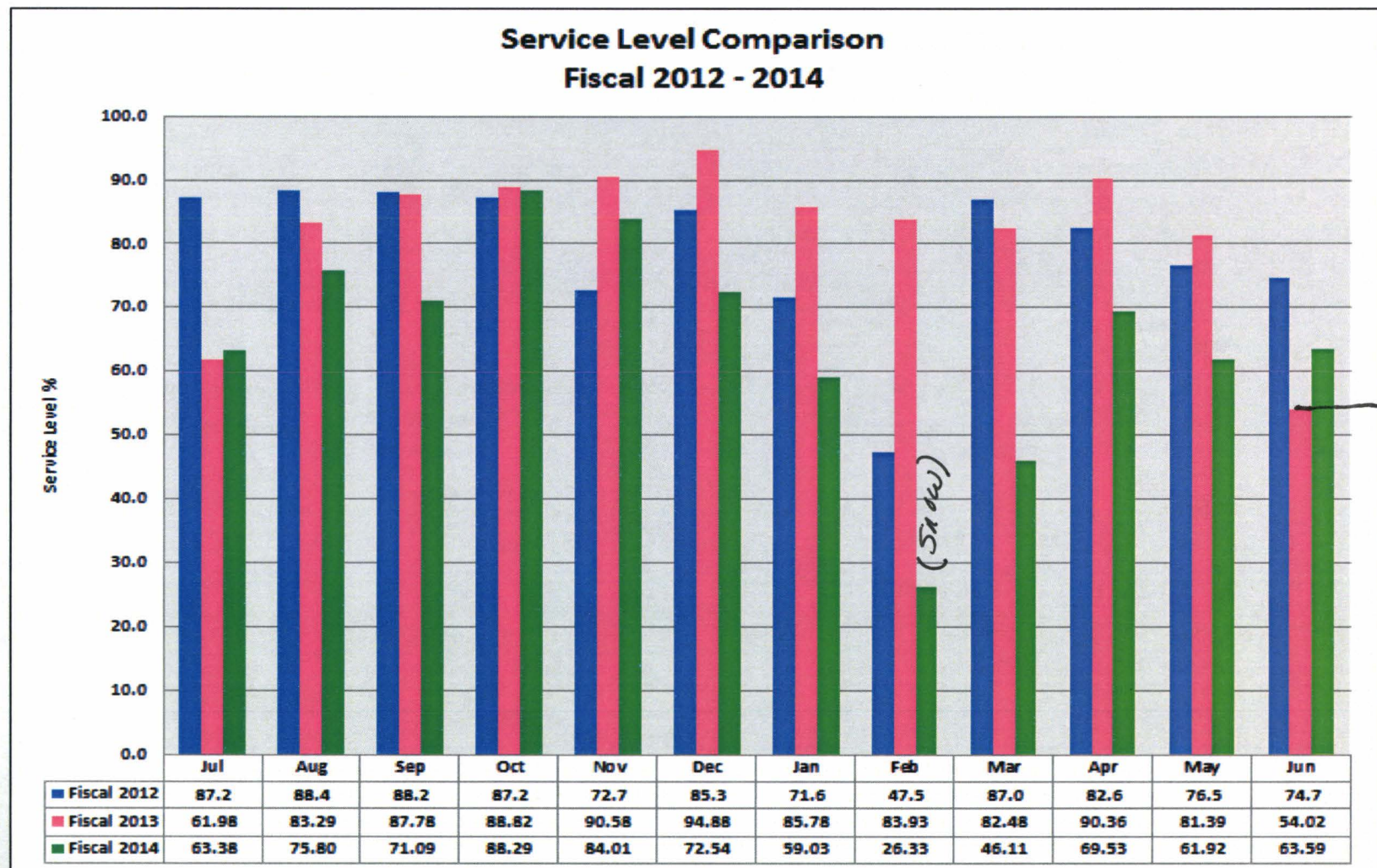
Definition of Service Level – A quality measurement that tracks volume and call handling times. SCDMV has set a service level goal to respond to a minimum of 80% of the calls in 2 minutes or less.

Service Level is one Key Performance Indicator (KPI) that is tracked to measure consistent call handling times based on established standards.

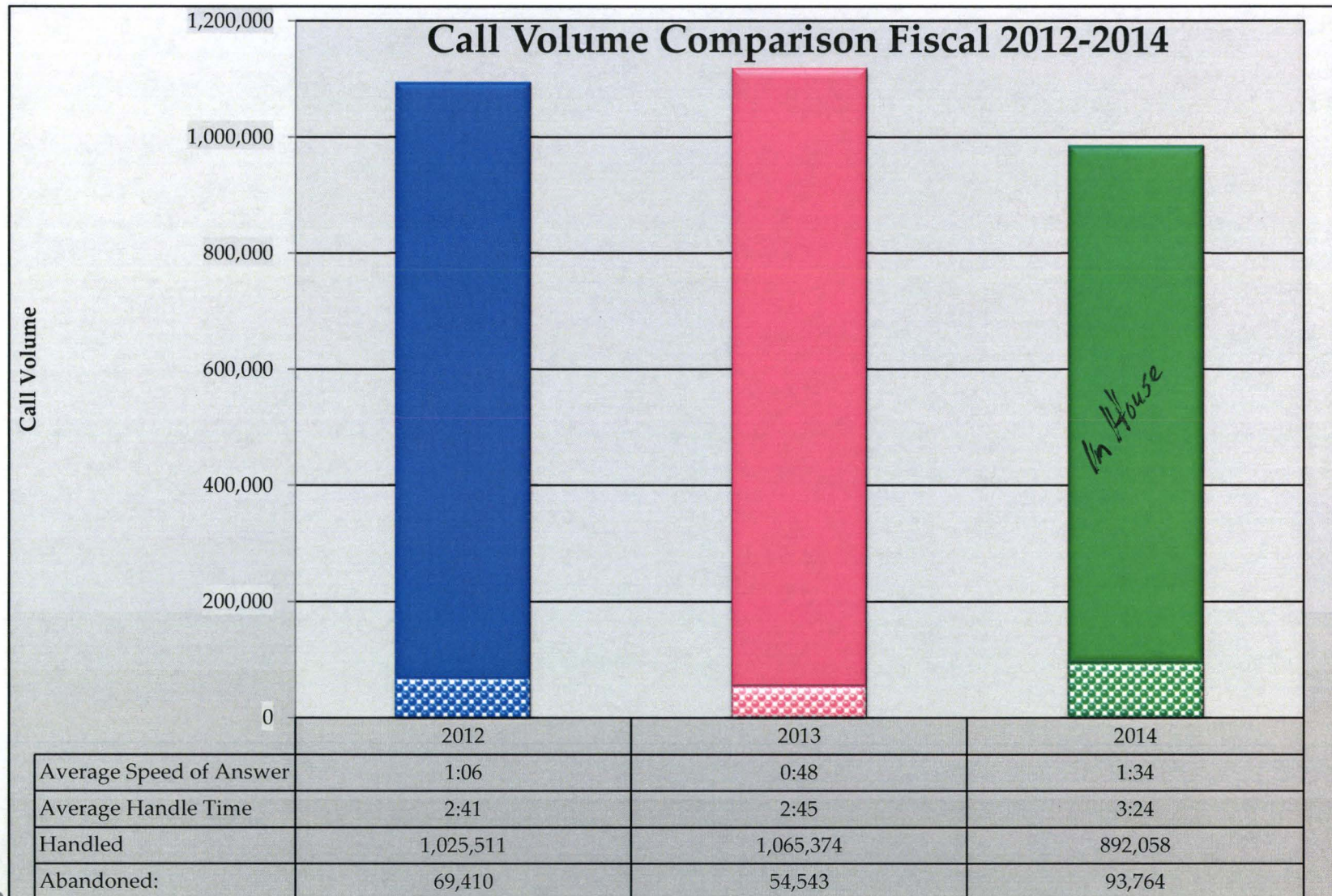
Service Level is not the complete quality picture, but serves as a warning flag and requires additional evaluation to determine the reason for lower levels.

1. What is the issue you wish to investigate or topic you wish to research?

Measurements show a drop in performance in meeting the service level goals:



1. What is the issue you wish to investigate or topic you wish to research?



1. What is the issue you wish to investigate or topic you wish to research?

Factors that We Believe are Impacting the Service Level:

- **Retention:** The retention rate in the Contact Center has worsened from fiscal year 2012 to fiscal year 2014. This compromises our ability to consistently provide efficient and quality customer service and increases costs for the agency.
- **Training:** The training program can no longer keep pace with the retention rate. The training was previously more individualized with no more than 2 employees being trained at a time. As indicated by the decrease in retention training is less individualized and is conducted at a faster rate.
- **Increased HR Actions:** There has been an increase in HR related actions in the Contact Center. These include and leave and attendance issues, corrective actions and employee complaints.

2. Why is the issue important to look at in your workplace?

Vision Statement:

- SCDMV is a model state agency delivering exceptional customer service and promoting effective and efficient business processes, professional employees, innovative technology and strategic partnerships.
- The Contact Center serves the citizens of South Carolina by responding to customer questions and concerns pertaining to DMV policies and procedures and by offering secure accurate, handling of information in a professional and courteous manner, for the purpose of timely deliverance of DMV issued credentials and placards.
- When the Contact Center meets its service level goals, it plays a vital role in achieving the agency's exceptional customer service vision.

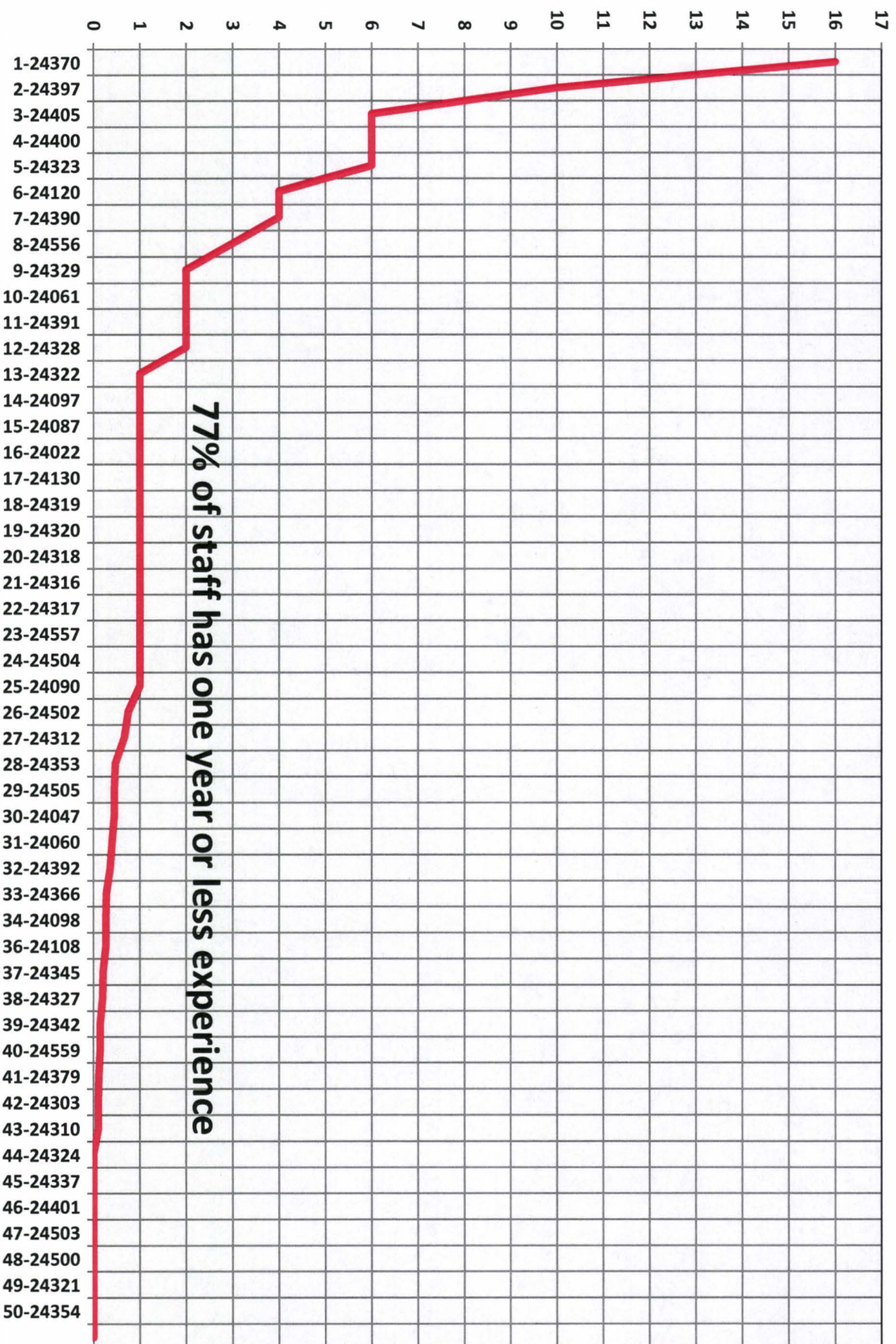
3. What is your GAP statement?

- Service level measurements show that there has been a reduction in the quality of service provided in the Contact Center. Recent performance measurements show inconsistent service levels dropping below the 80% goal.
- Our goal is to achieve consistent performance of 80% or higher by increasing job retention, improving the training process and decreasing HR actions.

4. What data will you need to gather and what methods will you use to gather it? What are the sources of your data?

- Job posting periods, hiring, retention length, and turnover rate, are available through HR reports.
- Number of corrective actions, absenteeism, number of employee complaints are available through HR reports.
- Survey employees to measure morale before and after.
- Baseline testing of current group before training and after.
- Historical reporting on call volume by agent and department service levels is available in daily, weekly, and monthly reports. These can be used to measure service level and production.

Current Contact Center Employees by Years of Service as of September 2014



Certified Public Manager (CPM) SCDMV Project Plan

Project Title: Contact Center Performance Improvement Project

Org Unit/Areas: Contact Center/Human Resources/Training & Change Management

Project Champion: Michael Newman, Director of Customer Service Delivery

Project Mentor: Nathan Strong, Director of Organizational and Professional Development

Project Managers: Melissa Cisson, Deputy Director (Customer Service Delivery - Contact Center)
Ike McFarlan, Training & Development Director (Training & Change Management)
Jamar Mitchell, Human Resources Manager (Employee Relations)

Project Objectives: Research and Validate which factors are impacting service level and job
Review and Evaluate methods of training
Recommend strategies to improve service level, job retention, & training methods
Receive final project approval as a requirement to complete CPM program

Project Scope: The scope of this project is to achieve consistent performance of 80% service level or higher by increasing job retention, improving the training process and

Project Milestones

Major deliverables are tentatively scheduled as follows:

<i>Major Task/Activity</i>	<i>Deliverable</i>	<i>Estimated Date of Completion</i>	<i>Actual Date of Completion</i>	<i>Time (hrs)</i>	<i>Owner(s)</i>	<i>Participant(s)</i>
1. CPM Project Outline and Guidelines given & discussed	None	5/8/2014	5/8/2014	2.0	Nathan Strong	Melissa Cisson, Ike McFarlan, Jamar Mitchell
2. CPM Project Brainstorming Session	Project Proposal Ideas	6/5/2014	6/5/2014	1.5	Melissa Cisson	Melissa Cisson, Ike McFarlan, Jamar Mitchell
3. Project Meeting to discuss Project Proposal ideas	Project Proposal Draft	6/19/2014	6/19/2014	1.0	Ike McFarlan	Melissa Cisson, Ike McFarlan, Jamar Mitchell
4. Project Meeting to finalize Project proposal form	Completed Project Proposal form Questions	6/26/2014	6/26/2014	1.0	Melissa Cisson	Melissa Cisson, Ike McFarlan, Jamar Mitchell
5. Project Meeting to finalize Project Proposal Powerpoint Presentation	Completed Project Powerpoint Presentation	7/10/2014	7/10/2014	2.0	Melissa Cisson	Melissa Cisson, Ike McFarlan, Jamar Mitchell
6. Submit Project Proposal Draft to Project Mentor	Project Proposal Draft emailed o Project Mentor requesting feedback and approval	7/11/2014	8/11/2014	0.3	Jamar Mitchell	Melissa Cisson, Ike McFarlan, Jamar Mitchell

Certified Public Manager (CPM) SCDMV Project Plan

Project Title: Contact Center Performance Improvement Project

Org Unit/Areas: Contact Center/Human Resources/Training & Change Management

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7. Project Meeting to discuss Project Proposal Pitch to Project Mentor	Project Pitch Script	7/22/2014	7/22/2014	1.0	Melissa Cisson	Melissa Cisson, Ike McFarlan, Jamar Mitchell
8. Project Meeting Conference Call with Project Mentor to discuss Project Proposal	Receive tentative approval to proceed with Group Project	7/23/2014	7/23/2014	1.0	Jamar Mitchell	Melissa Cisson, Ike McFarlan, Jamar Mitchell
9. Project Meeting (In-Person) with Project Mentor to discuss Project Proposal	Final approval of Project Proposal	8/8/2014	8/8/2014	2.0	Nathan Strong	Melissa Cisson, Ike McFarlan, Jamar Mitchell
10. Project Meeting to discuss presentation to Agency Leadership	Presentation Outline	8/25/2014	8/25/2014	1.5	Melissa Cisson	Melissa Cisson, Ike McFarlan, Jamar Mitchell
11. Project Presentation to Agency Leadership (Part 1): Chief of Operations & Interim CSD Director	Feedback and Approval of Project Proposal	8/29/2014	8/29/2014	1.0	Melissa Cisson	Jefferey Sanderson, Melissa Cisson, Ike McFarlan, Jamar Mitchell

Certified Public Manager (CPM) SCDMV Project Plan

Project Title: Contact Center Performance Improvement Project

Org Unit/Areas: Contact Center/Human Resources/Training & Change Management

Project Champion: Michael Newman, Director of Customer Service Delivery

Project Mentor: Nathan Strong, Director of Organizational and Professional Development

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Project Milestones

Major deliverables are tentatively scheduled as follows:

<i>Major Task/Activity</i>	<i>Deliverable</i>	<i>Estimated Date of Completion</i>	<i>Actual Date of Completion</i>	<i>Time (hrs)</i>	<i>Owner(s)</i>	<i>Participant(s)</i>
12. Project Presentation to Agency Leadership (Part 2): HR Director & New Director of CSD	Feedback and Approval of Project Proposal	9/9/2014	9/9/2014	1.0	Melissa Cisson	Michael Newman, Dottie Blankenship, Melissa Cisson, Ike McFarlan, Jamar Mitchell
13. Project Meeting to discuss Training change ideas	Training Improvement Proposal	9/29/2014	9/29/2014	1.0	Ike McFarlan	Michael Newman, Melissa Cisson, Ike McFarlan, Jamar Mitchell
14. Project Meeting to discuss Data Gathering Next Steps	Data Gathering Task List Items and Establishing Deadlines	10/1/2014	10/1/2014	1.0	Ike McFarlan	Melissa Cisson, Ike McFarlan, Jamar Mitchell
15. Project Meeting to review proposed Employee Climate Survey questions	Feedback and Approval of Employee Climate Survey Questions	10/24/2014	10/24/2014	1.0	Jamar Mitchell	Michael Newman, Melissa Cisson, Ike McFarlan, Jamar Mitchell

Certified Public Manager (CPM) SCDMV Project Plan

Project Title: Contact Center Performance Improvement Project
Org Unit/Areas: Contact Center/Human Resources/Training & Change Management
Project Champion: Michael Newman, Director of Customer Service Delivery
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Project Milestones

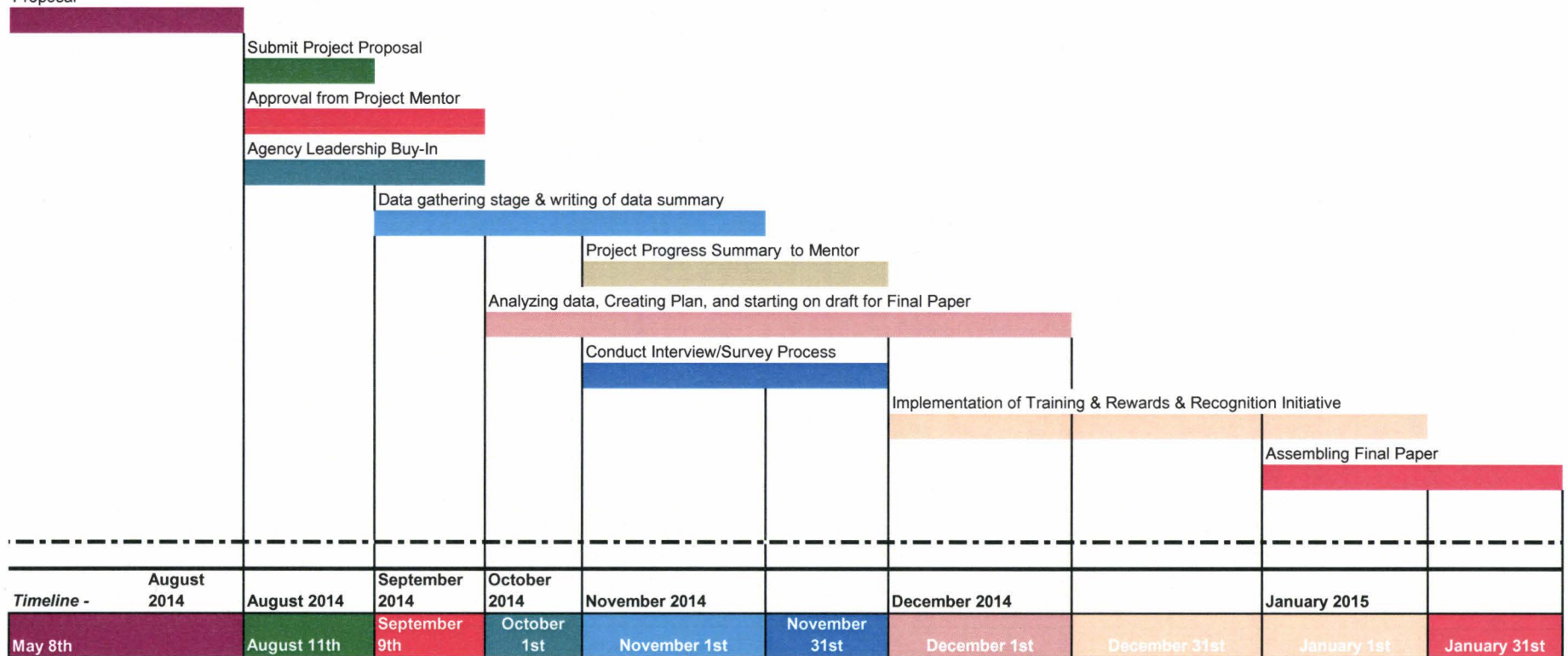
Major deliverables are tentatively scheduled as follows:

<i>Major Task/Activity</i>	<i>Deliverable</i>	<i>Estimated Date of Completion</i>	<i>Actual Date of Completion</i>	<i>Time (hrs)</i>	<i>Owner(s)</i>	<i>Participant(s)</i>
16. Survey Question Formatting/ Review	Contact Center Employee Climate Survey Questionnaire	10/29/2014	10/29/2014	1.0	Jamar Mitchell	Melissa Cisson, Ike McFarlan, Jamar Mitchell
17. Project Meeting to provide an update on deliverables, progress of project	TBD	11/6/2014	11/16/2014	1.0	Jamar Mitchell	Melissa Cisson, Ike McFarlan, Jamar Mitchell

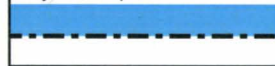
Certified Public Manager (CPM) SCDMV Project Plan Timeline

Project Milestones

Received Project Guidelines -
Brainstorming on Project
Proposal



Project Completion



February 2015

February 2nd

CPM Project Paper Outline: 10-15 pages total

- **Cover Page**
- **Table of Contents**
- **Executive Summary: 1-2 Pages**
 - Top Down Description of SCDMV>Customer Service Delivery>Contact Center to include number of employees, mission, vision, job functions.
- **Problem/Hypothesis 1-2 Pages**
 - History of Problem - How did we get here?
 - What do we believe to be the most likely causes for the decline in service level and why?
- **Steps taken to Identify & Validate Hypothesis: 3-5 Pages**
 - Using the Binder Six Boxes Model, what factors did we determine are impacting the Contact Center's Effectiveness?
 - Using Exit Interview Survey Analysis what factors are impacting job retention?
 - Using Employee Climate Survey what factors are impacting employee morale and motivation?
Using Training Survey what aspects of training do employees feel that they are lacking?
- **Results and Analysis: 1-2 Pages**
 - Using the Binder Six Boxes Model, what factors did we determine are impacting the Contact Center's Effectiveness?
 - Using Exit Interview Survey Analysis what factors are impacting job retention?
 - Using Employee Climate Survey what factors are impacting employee morale and motivation?
Using Training Survey what aspects of training do employees feel that they are lacking?
- **Recommendations and Proposed Solutions: 1-2 Pages**
 - What strategies do we propose to improve, prevent or eliminate the factors that are impacting service level?
- **Conclusion and Lessons Learned: 1-2 Pages**

Appendix will include the following Exhibits:

- Approved Project Proposal and Project Proposal Presentation
- Project Plan
- Agency>Department>Division Organizational Chart
- Benchmark Data - Historical Call Center Data and Turnover Data
- Initial Surveys - Exit Interview Survey Results and Analysis, Employee Climate Survey Results, Training Survey Results
- Bibliography, Cited Sources, Thank you credits & Acknowledgements

Department Position Staffing Profile

		Filled			Filled Total	Vacant			Vacant Total	Grand Total
Dept Name	Position Title	CLASSIFIED FTE	PERM TEMP	TEMPORARY		CLASSIFIED FTE	PERM TEMP	TEMPORARY		
Contact Center	DEPUTY DIRECTOR	1			1					1
Alternative Media	CUSTOMER SERVICE SPECIALIST	7		1	8					8
	CUSTOMER SERVICE SPECIALIST (PERM TEMP)		1		1					1
	CUSTOMER SERVICE SUPERVISOR II	1			1					1
	SENIOR CUSTOMER SERVICE SPECIALIST	2			2					2
Contact Center - Unit 1	CUSTOMER SERVICE SPECIALIST	11			11					11
	CUSTOMER SERVICE SPECIALIST (PERM TEMP)		1		1					1
	CUSTOMER SERVICE SUPERVISOR II	1			1					1
	SENIOR CUSTOMER SERVICE SPECIALIST	1			1					1
Contact Center - Unit 2	CUSTOMER SERVICE SPECIALIST	13			13	1			1	14
	CUSTOMER SERVICE SUPERVISOR II	1			1					1
	SENIOR CUSTOMER SERVICE SPECIALIST	1			1					1
Contact Center - Unit 3	CUSTOMER SERVICE SPECIALIST	13			13					13
	CUSTOMER SERVICE TEAM LEAD	1			1					1
	PROGRAM COORDINATOR I	1			1					1
Contact Center Training	CUSTOMER SERVICE SPECIALIST							2	2	2
	CUSTOMER SERVICE SPECIALIST (PERM TEMP)		5		5		6		6	11
	CUSTOMER SERVICE TEAM LEAD	1			1					1
	QUALITY CONTROL SPECIALIST	2			2					2
	TRAINING MANAGER	1			1					1
		58	7	1	66	1	6	2	9	75

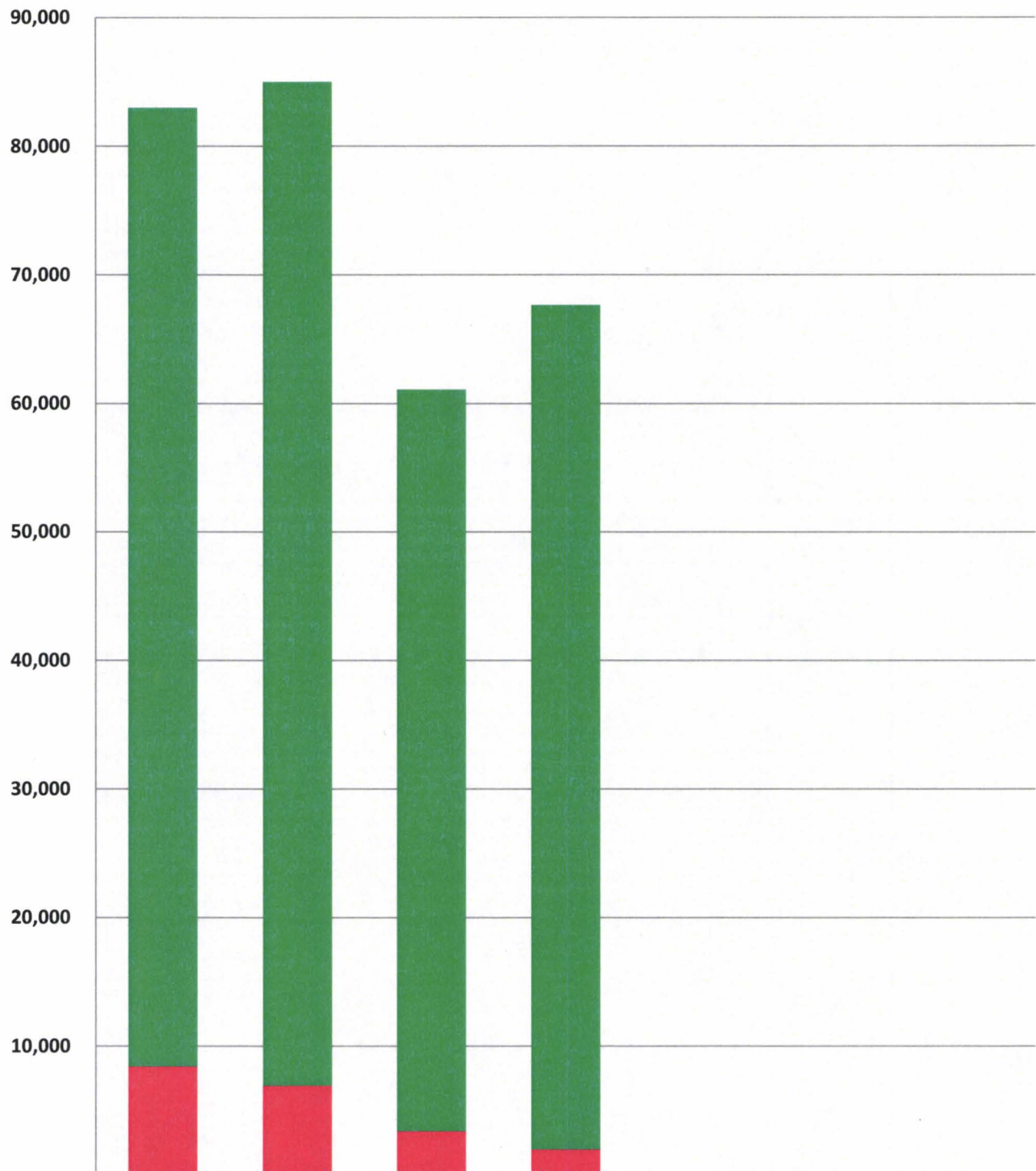
Workforce Agency Service Profile

Dept Name	Position Title	Less Than 1 Year	1 to 5	6 to 10	11 to 15	16 to 20	21 to 25	Grand Total
Contact Center	DEPUTY DIRECTOR				1			1
Alternative Media	CUSTOMER SERVICE SPECIALIST	2	5		1			8
	CUSTOMER SERVICE SPECIALIST (PERM TEMP)	1						1
	CUSTOMER SERVICE SUPERVISOR II				1			1
	SENIOR CUSTOMER SERVICE SPECIALIST		1				1	2
Contact Center - Unit 1	CUSTOMER SERVICE SPECIALIST	3	6	1		1		11
	CUSTOMER SERVICE SPECIALIST (PERM TEMP)	1						1
	CUSTOMER SERVICE SUPERVISOR II		1					1
	SENIOR CUSTOMER SERVICE SPECIALIST		1					1
Contact Center - Unit 2	CUSTOMER SERVICE SPECIALIST	10	3					13
	CUSTOMER SERVICE SUPERVISOR II					1		1
	SENIOR CUSTOMER SERVICE SPECIALIST	1						1
Contact Center - Unit 3	CUSTOMER SERVICE SPECIALIST	5	6	2				13
	CUSTOMER SERVICE TEAM LEAD		1					1
	PROGRAM COORDINATOR I				1			1
Contact Center Training	CUSTOMER SERVICE SPECIALIST (PERM TEMP)	5						5
	CUSTOMER SERVICE TEAM LEAD		1					1
	QUALITY CONTROL SPECIALIST			2				2
	TRAINING MANAGER			1				1
		28	25	6	4	2	1	66
% of Workforce		42.42%	37.88%	9.09%	6.06%	3.03%	1.52%	100.00%
Stability Ratio -		57.58%						

Workforce Class Service Profile

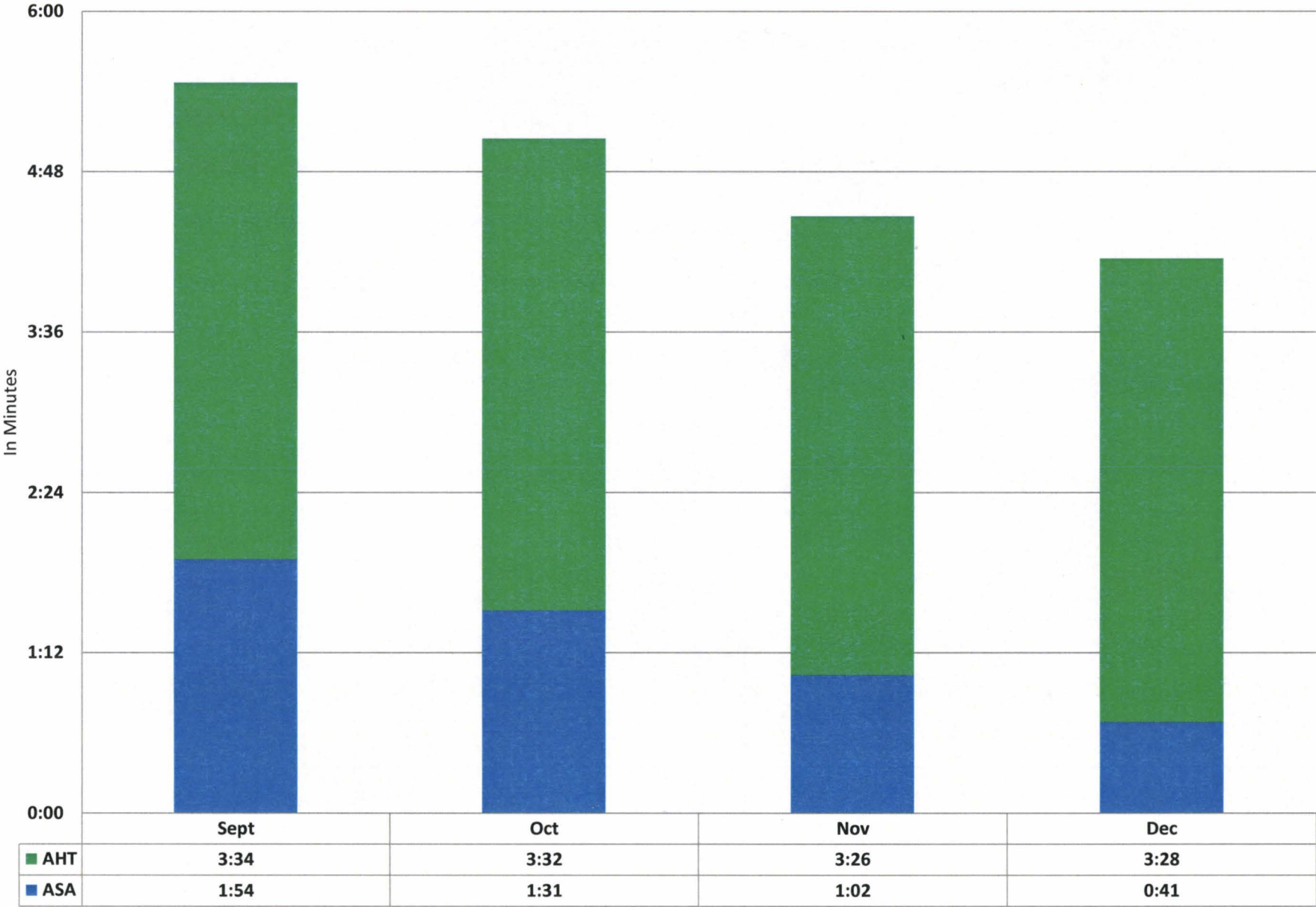
Dept Name	Position Title	0.0 to 0.99	1 to 5	6 to 10	11 to 15	16 to 20	Grand Total
Contact Center	DEPUTY DIRECTOR	1					1
Alternative Media	CUSTOMER SERVICE SPECIALIST	2	5		1		8
	CUSTOMER SERVICE SPECIALIST (PERM TEMP)	1					1
	CUSTOMER SERVICE SUPERVISOR II			1			1
	SENIOR CUSTOMER SERVICE SPECIALIST	1		1			2
Contact Center - Unit 1	CUSTOMER SERVICE SPECIALIST	3	6	1		1	11
	CUSTOMER SERVICE SPECIALIST (PERM TEMP)	1					1
	CUSTOMER SERVICE SUPERVISOR II	1					1
	SENIOR CUSTOMER SERVICE SPECIALIST	1					1
Contact Center - Unit 2	CUSTOMER SERVICE SPECIALIST	10	3				13
	CUSTOMER SERVICE SUPERVISOR II			1			1
	SENIOR CUSTOMER SERVICE SPECIALIST	1					1
Contact Center - Unit 3	CUSTOMER SERVICE SPECIALIST	5	6	2			13
	CUSTOMER SERVICE TEAM LEAD		1				1
	PROGRAM COORDINATOR I	1					1
Contact Center Training	CUSTOMER SERVICE SPECIALIST (PERM TEMP)	5					5
	CUSTOMER SERVICE TEAM LEAD		1				1
	QUALITY CONTROL SPECIALIST	1	1				2
	TRAINING MANAGER			1			1
		34	23	7	1	1	66
% of Workforce		51.52%	34.85%	10.61%	1.52%	1.52%	100.00%
Stability Ratio -		48.48%					

Monthly Comparison



	Sept	Oct	Nov	Dec	Jan	Feb	Mar
SL	57.4%	64.4%	78%	90%			
AHT	3:34	3:32	3:26	3:28			
ASA	1:54	1:31	1:02	0:41			
CALLS	74,563	78,063	57,716	65,743			
ABAN	8,419	6,919	3,358	1,918			

Average Speed of Answer and Average Handle Time Comparison



	SL	ASA	AHT	CALLS	ABAN
Sept	57.4%	1:54	3:34	74,563	8,419
Oct	64.4%	1:31	3:32	78,063	6,919
Nov	78%	1:02	3:26	57,716	3,358
Dec	90%	0:41	3:28	65,743	1,918
Jan					
Feb					
Mar					

Month Start 9/1/2014

Split/Skill	Avg Speed Ans	Avg Aban T	ACD Calls	Avg ACD Ti	Avg ACW T	Aban Calls	Max Delay	Flow In
Totals	1:54	2:32	74,563	3:34 :13		8,419	18:29	0
GENERAL	0	0	0	0	0	0 :00		0
DRIVER	1:40	2:30	28813	3:21 :14		3256	13:02	0
VEHICLE	2:17	2:46	32288	3:54 :13		3718	18:29	0
FR SUPPOR	1:28	2:01	13462	3:15 :12		1445	12:58	0

Flow Out Extn Out C: Avg Extn O % ACD Tim % Ans Calls % Within Service Level

0	7641	:46		56.88	89.85	57.38
0	0		0	0	0	0
0	3906	:47		58.37	89.85	62.05
0	2034	:47		62.89	89.67	50.21
0	1701	:45		42.8	90.31	64.62

Month Start 10/1/2014

Split/Skill	Avg Speed Ans	Avg Aban T	ACD Calls	Avg ACD Ti	Avg ACW T	Aban Calls	Max Delay	Flow In
Totals	1:31	2:21	78,063	3:32 :14		6,919	16:42	5
DRIVER	1:15	2:07	31318	3:26 :14		2437	10:58	5
VEHICLE	1:52	2:39	33234	3:44 :13		3161	11:58	0
FR SUPPOR	1:18	2:02	13511	3:19 :13		1321	16:42	0

Flow Out Extn Out C: Avg Extn O % ACD Tim % Ans Calls % Within Service Level

5	8283	:43	57	91.85	64.4
0	4329	:41	57.78	92.78	69.9
0	2314	:46	60.73	91.31	57.94
5	1640	:42	47.46	91.06	67.72

Month Start 11/1/2014

Split/Skill	Avg Speed Ans	Avg Aban T	ACD Calls	Avg ACD Ti	Avg ACW T	Aban Calls	Max Delay	Flow In
Totals	1:02	2:07	57,716	3:26 :14		3,358	13:57	0
DRIVER	1:10	2:04	22102	3:26 :15		1464	10:40	0
VEHICLE :56		2:06	24668	3:31 :14		1015	13:57	0
FR SUPPOR	1:00	2:14	10946	3:13 :13		879	13:25	0

Flow Out	Extn Out	Ci Avg Extn O % ACD Tim % Ans Calls % Within Service Level
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0	5874	:43	54.42	94.5	77.74
0	2743	:49	56.96	93.79	74.55
0	1826	:41	56.14	96.05	80.59
0	1305	:30	46.47	92.57	77.92

Month Starti 12/1/2014

Split/Skill	Avg Speed Ans	Avg Aban T	ACD Calls	Avg ACD Ti	Avg ACW T	Aban Calls	Max Delay	Flow In
Totals	:41	:55	65743	3:28 :14		1918	5:46	0
DRIVER	:34	:53	25792	3:22 :14		694	4:56	0
VEHICLE	:50	:56	27706	3:40 :14		828	5:45	0
FR SUPPORT	:34	:57	12245	3:11 :13		396	5:46	0

Flow Out Extn Out C: Avg Extn O % ACD Tim % Ans Calls % Within Service Level

0	6295	:43		55.72	97.17	89.93
0	3302	:45		55.82	97.38	92.4
0	1493	:51		60.89	97.1	87.51
0	1500	:30		45.54	96.87	90.22



12 Day NET Survey for Contact Center Employees



Please take time to answer the following questions truthfully and to the best of your ability. Your name is not required on this survey. This survey is to help us better determine if any changes or improvements can be made to fit the training needs of Contact Center Employees.

1. 12 Day NET is designed to increase your proficiency in several key areas. List the top three areas where NET increased your proficiency in your daily functions within the Contact Center:
 - a. Interpreting FR cancellations
 - b. ~~Reading a Driver's Record~~ Reading a Driver's Record
 - c. ~~Providing great customer service~~ Providing great customer service
2. 12 Day NET covers areas that are critical to being an effective and efficient CSR. It however may not cover areas that are critical to success in the Contact Center. List the top three areas 12 Day NET **DID NOT** cover that you think would make you more effective and efficient?
 - a. End of the day balancing
 - b. Cash Maintenance
 - c. Customer's Product Inquiry/Inventory
3. List three areas that 12 Day NET did cover that could benefit from greater focus and attention:
 - a. Forms
 - b. _____
 - c. _____
4. For each of the following NET lessons, indicate your opinion as to whether or not the lesson was helpful by circling the appropriate yes, no, or somewhat box.



Fantastic Customer Service	Yes	No	Somewhat	Column1		
Introduction to DMV	Yes	No	Somewhat			
DMV Systems Environment	Yes	No	Somewhat			
Phoenix Workplace Overview	Yes	No	Somewhat			
Searching/Creating Customers	Yes	No	Somewhat			
Cash Maintenance	Yes	No	Somewhat			
Vision Screenings	Yes	No	Somewhat			
Knowledge Tests	Yes	No	Somewhat			
Issuance of Original Credentials	Yes	No	Somewhat			
Renewal of Driver Credentials	Yes	No	Somewhat			
Duplicate Driver's License	Yes	No	Somewhat			
DLIPC	Yes	No	Somewhat			
Motor Vehicle Driver Record	Yes	No	Somewhat			
End of Day Balancing	Yes	No	Somewhat			
Titling and Registering Vehicles	Yes	No	Somewhat			
Terminology	Yes	No	Somewhat			
Inventory	Yes	No	Somewhat			
Vehicle Inquiry	Yes	No	Somewhat			
Acceptable Docs for Titling/Registering Vehicles	Yes	No	Somewhat			
Completing the Requirements	Yes	No	Somewhat			
Titling and Registering from MCO	Yes	No	Somewhat			
Titling/Registering Vehicles from Out of State	Yes	No	Somewhat			
Titling and Registering Vehicles from SC	Yes	No	Somewhat			
Title Only (No Registration)	Yes	No	Somewhat			
Duplicate Titles	Yes	No	Somewhat			
New Registrations	Yes	No	Somewhat			
The Renewal Process	Yes	No	Somewhat			
Duplicate Registrations	Yes	No	Somewhat			
Replace Plate/Decal	Yes	No	Somewhat			
Plate Turn-In	Yes	No	Somewhat			
Customer Products Inquiry	Yes	No	Somewhat			
Issuing Permanent Disabled Placards	Yes	No	Somewhat			
Issuing Temporary Disabled Placards	Yes	No	Somewhat			
45-Day Temporary License Plates	Yes	No	Somewhat			
Failure to Pay Traffic Ticket	Yes	No	Somewhat			
FR4 Cancellation of Insurance	Yes	No	Somewhat			



12 Day NET Survey for Contact Center Employees



Please take time to answer the following questions truthfully and to the best of your ability. Your name is not required on this survey. This survey is to help us better determine if any changes or improvements can be made to fit the training needs of Contact Center Employees.

1. 12 Day NET is designed to increase your proficiency in several key areas. List the top three areas where NET increased your proficiency in your daily functions within the Contact Center:
 - a. Quick Navigation (as far as finding things)
 - b. Key terms and abbreviations of DMV terms that
come up.
 - c. Helped me work on my emphasizing +
paraphrasing.
2. 12 Day NET covers areas that are critical to being an effective and efficient CSR. It however may not cover areas that are critical to success in the Contact Center. List the top three areas 12 Day NET **DID NOT** cover that you think would make you more effective and efficient?
 - a. Didn't explain clear on the ticket creating
process.
 - b. more FR
 - c. Titles from Ustate
* lot of the things we covered focused on the
ticket work
3. List three areas that 12 Day NET did cover that could benefit from greater focus and attention:
 - a. tickets
 - b. The diff processing dates
 - c. Overseas vehicle registration

4. For each of the following NET lessons, indicate your opinion as to whether or not the lesson was helpful by circling the appropriate yes, no, or somewhat box.



Fantastic Customer Service	Yes	No	Somewhat	Column1		
Introduction to DMV	Yes	No	Somewhat			
DMV Systems Environment	Yes	No	Somewhat			
Phoenix Workplace Overview	Yes	No	Somewhat			
Searching/Creating Customers	Yes	No	Somewhat			
Cash Maintenance	Yes	No	Somewhat			
Vision Screenings	Yes	No	Somewhat			
Knowledge Tests	Yes	No	Somewhat			
Issuance of Original Credentials	Yes	No	Somewhat			
Renewal of Driver Credentials	Yes	No	Somewhat			
Duplicate Driver's License	Yes	No	Somewhat			
DLIPC	Yes	No	Somewhat			
Motor Vehicle Driver Record	Yes	No	Somewhat			
End of Day Balancing	Yes	No	Somewhat			
Titling and Registering Vehicles	Yes	No	Somewhat			
Terminology	Yes	No	Somewhat			
Inventory	Yes	No	Somewhat			
Vehicle Inquiry	Yes	No	Somewhat			
Acceptable Docs for Titling/Registering Vehicles	Yes	No	Somewhat			
Completing the Requirements	Yes	No	Somewhat			
Titling and Registering from MCO	Yes	No	Somewhat			
Titling/Registering Vehicles from Out of State	Yes	No	Somewhat			
Titling and Registering Vehicles from SC	Yes	No	Somewhat			
Title Only (No Registration)	Yes	No	Somewhat			
Duplicate Titles	Yes	No	Somewhat			
New Registrations	Yes	No	Somewhat			
The Renewal Process	Yes	No	Somewhat			
Duplicate Registrations	Yes	No	Somewhat			
Replace Plate/Decal	Yes	No	Somewhat			
Plate Turn-In	Yes	No	Somewhat			
Customer Products Inquiry	Yes	No	Somewhat			
Issuing Permanent Disabled Placards	Yes	No	Somewhat			
Issuing Temporary Disabled Placards	Yes	No	Somewhat			
45-Day Temporary License Plates	Yes	No	Somewhat			
Failure to Pay Traffic Ticket	Yes	No	Somewhat			
FR4 Cancellation of Insurance	Yes	No	Somewhat			

Driver Questions 1-50 26 Driver Test Processed				Vehicle Questions 51-100 23 Vehicle Test Processed			
Question	Incorrect	Question	Incorrect	Question	Incorrect	Question	Incorrect
1	6	26	3	51	8	76	4
2	2	27	12	52	3	77	2
3	0	28	20	53	2	78	2
4	5	29	8	54	0	79	2
5	0	30	0	55	0	80	4
6	0	31	1	56	2	81	1
7	2	32	10	57	1	82	0
8	0	33	11	58	3	83	1
9	5	34	6	59	5	84	15
10	4	35	2	60	0	85	2
11	2	36	13	61	0	86	3
12	9	37	3	62	0	87	0
13	21	38	14	63	1	88	6
14	0	39	15	64	6	89	3
15	6	40	20	65	5	90	2
16	12	41	1	66	0	91	4
17	0	42	14	67	1	92	2
18	10	43	2	68	0	93	10
19	0	44	19	69	6	94	1
20	2	45	1	70	6	95	8
21	1	46	1	71	16	96	5
22	0	47	8	72	20	97	4
23	0	48	14	73	2	98	20
24	5	49	17	74	1	99	8
25	0	50	1	75	3	100	2

*

Yellow numbers represent questions missed with 10 or more answered incorrect

Sorted by highest to lowest question with incorrect answers.

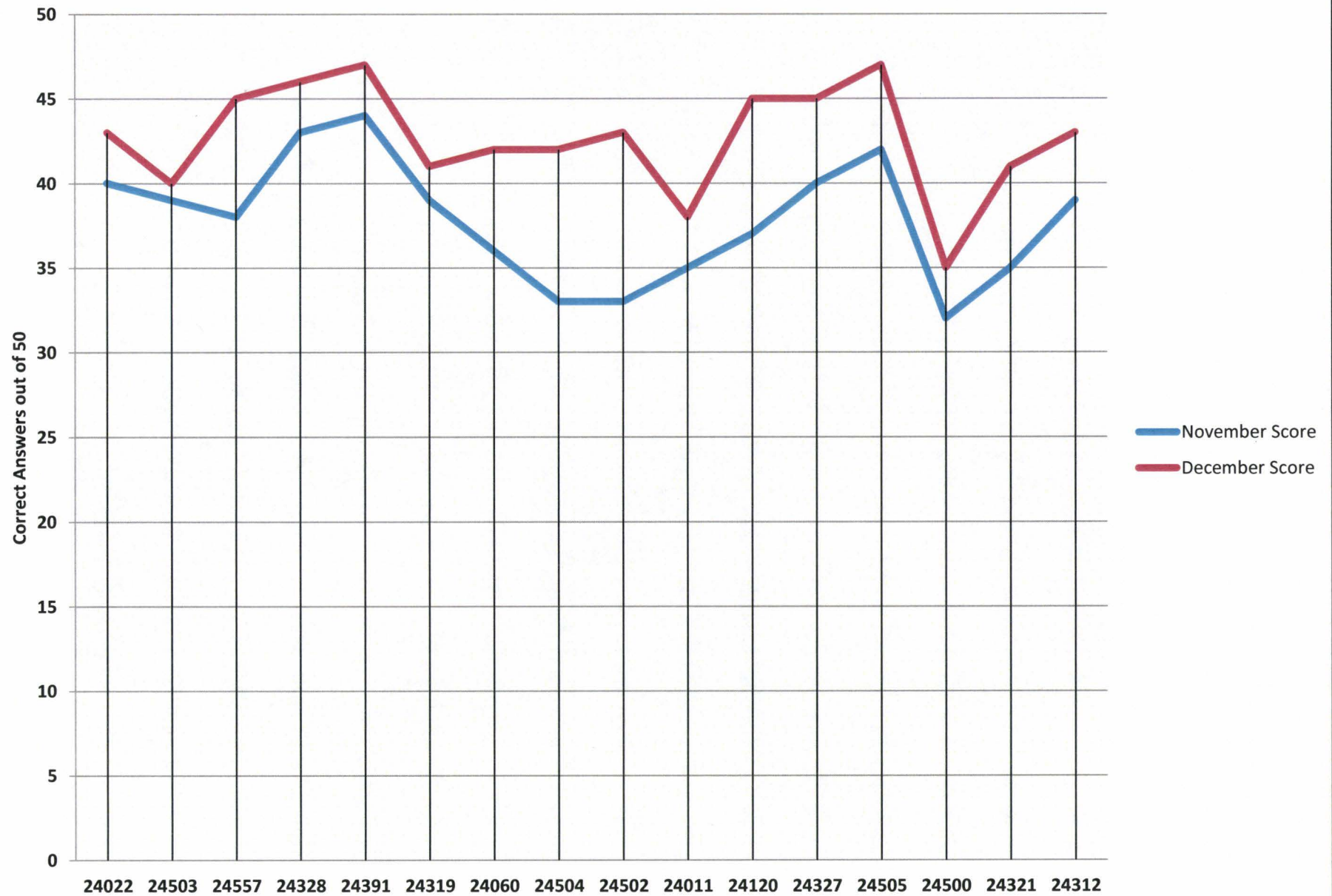
Question	Incorrect	Question	Incorrect	Question	Incorrect	Question	Incorrect
13	21	99	8	89	3	67	1
28	20	1	6	2	2	74	1
40	20	15	6	7	2	81	1
72	20	34	6	11	2	83	1
98	20	64	6	20	2	94	1
44	19	69	6	35	2	3	0
49	17	70	6	43	2	5	0
71	16	88	6	53	2	6	0
39	15	4	5	56	2	8	0
84	15	9	5	73	2	14	0
38	14	24	5	77	2	17	0
42	14	59	5	78	2	19	0
48	14	65	5	79	2	22	0
36	13	96	5	85	2	23	0
16	12	10	4	90	2	25	0
27	12	76	4	92	2	30	0
33	11	80	4	100	2	54	0
18	10	91	4	21	1	55	0
32	10	97	4	31	1	60	0
93	10	26	3	41	1	61	0
12	9	37	3	45	1	62	0
29	8	52	3	46	1	66	0
47	8	58	3	50	1	68	0
51	8	75	3	57	1	82	0
95	8	86	3	63	1	87	0

Name	Top Skill	Driver	Vehicle
FRANCIS_INESM	63	X	X
SMITH_TIFFNEYA	63	X	X
STANCIL_PEARLIEM	63	X	X
BARTON_RANDYE	63	46	35
LYTLE_TAMISHEL	63	44	26
LOVE_CINDIS	63	43	14
CORNELIUS_CAROLY	63	40	8
FITZ_DENISER	63	39	36
JAMISON_TIERRAS	63	39	4
MAXWELL_MAE	63	39	17
JORDAN_WALTINA	63	38	21
THOMPSON_MELISSA	63	36	4
USHER_JOHNNYT	63	35	39
TUCKER_SECOYAL	63	33	16
TYSON_CHRISTYR	63	33	11
FIELDS_KEVIND	63	PT	
HEARD_SONENIC	63	PT	
SHARPE_BRITTANYA	63	PT	

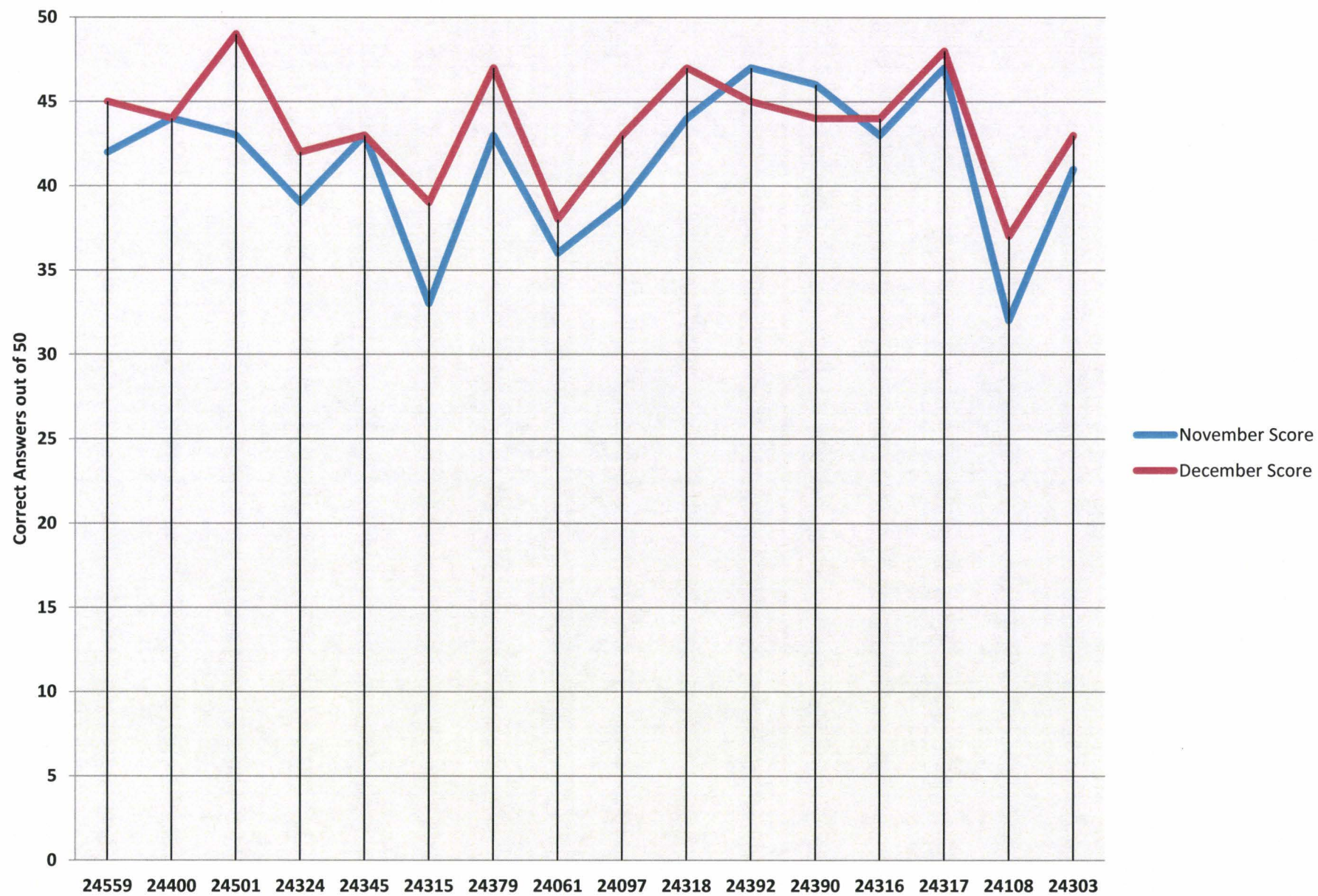
Name	Top Skill	Driver	Vehicle
PARTRIDGE_JAMILA	188	42	28
PALMER_AUDREYV	188	40	19
RIETVELD_LESLIEN	188	39	34
CASEY_HELENC	188	37	39
QUATTLEBAUM_KRIS	188	35	16
COX_LAURAS	188	32	28
PERRY_BRITTANYT	188	32 PT	9

Name	Top Skill	Driver	Vehicle
ROWES_SARELLARA	64	X	X
WEEKS_CASSANDRAM	64	X	X
SPANN_SHAMEKA	64	24	47
PERRY_AUDREYK	64	19	47
HART_KATEE	64	39	46
RHODES_TAKETAS	64	36	46
BRANHAM_MARJORIE	64	31	44
HALL_KRISTENS	64	12	44
OSWALD_KELLYM	64	19	44
BURNHAM_TRACYL	64	41	43
FITZ_REBECCAE	64	25	43
GRIPPER_JAMIN	64	10	43
SHEALY_BRANDONM	64	15	43
BEY_EGYPT	64	16	42
WILLIAMS_LENSEYK	64	7	41
STEEDLEY_DETRAL	64	33	40
EDWARDS_CASSANDR	64	0	39
MCDOW_LATOYAD	64	22	39
RICKS_REGINAL	64	41	39
LEBLOND_PEGGYD	64	33	36
GOLDEN_DECHANDRA	64	25	33
WARE_TYKEISHAJ	64	15	32
JEFFCOAT_CAROLYN	64	X	X
BROWN_LETITAG	64		PT
GLASGOW_SHATOYIA	64		PT

Driver Agent Test Scores



Vehicle Agent Test Scores



Top Skill	ID	Agent Name	Nov-Driver	Nov-Vehicle	Dec-Driver	Dec-Vehicle
64	24559	BEY_EGYPT	16	42		45
64	24400	BRANHAM_MARJORIE	31	44	37	44
64	24501	BURNHAM_TRACY	41	43		49
188	24120	CASEY_HELENE	37	39	45	
63	24022	CORNELIUS_CAROL	40	8	43	
64	24324	EDWARDS_CASSANDRA		39		42
64	24345	FITZ_REBECCA	25	43		43
64	24315	GOLDEN_DECHANDRA	25	33		39
64	24379	GRIPPER_JAMIN	10	43		47
63	24503	JAMISON_TIERRAS	39	4	40	
63	24557	JORDAN_WALTINA	38	21	45	
64	24061	LEBLOND_PEGGY	33	36		38
63	24328	LOVE_CINDIS	43	14	46	
63	24391	LYTLE_TAMISHA	44	26	47	
63	24319	MAXWELL_MAF	39	17	41	
64	24097	MCDOW_LATOYIA	22	39		43
64	24318	OSWALD_KELLY	19	44	31	47
188	24327	PALMER_AUDREY	40	19	45	
188	24505	PARTRIDGE_JAMILA	42	28	47	
64	24392	PERRY_AUDREY	19	47		45
188	24500	PERRY_BRITTANY	32	9	35	
188	24321	QUATTLEBAUM_KRIS	35	16	41	
64	24390	RHODES_TAKETAS	36	46		44
188	24312	RIETVELD_LESLIE	39	34	43	
64	24316	SHEALY_BRANDON	15	43		44
64	24317	SPANN_SHAMEKA	24	47		48
63	24060	THOMPSON_MELISSA	36	4	42	
63	24504	TUCKER_SECOYAL	33	16	42	
63	24502	TYSON_CHRISTY	33	11	43	
63	24011	USHER_JOHNNY	35	39	38	43
64	24108	WARE_TYKEISHA	15	32	12	37
64	24303	WILLIAMS_LENSEY	7	41		43
		Count:	31	32	19	17

64	24393	BROWN_LETTIA				
188	24329	COX_JASMIN				
63	24366	EGERTON_CELINA			49	
188	24556	COX_LAURAS	32	28		
64	24342	GLASGOW_SHATOYIA				

64	24401	GREENE_TANQUIAH			
63	24337	FIELDS_KEVIND		38	
63	24353	HEARD_SONENIG			
63	24047	HENDRICKS_KAYANAS			
64	24323	JEFFCOAT_CAROLYN			41
63	24397	FRANCIS_INESM		46	
64	24310	ROWES_SARELLARA			39
64	24098	SEAY_KAMILIAL			
63	24354	SHARPE_BRITTANYA		45	
63	24320	SMITH_TIFFNEYA			
63	24370	STANCIL_PEARLIEM		38	
64	24087	VACANT CC, 24087			
188	24130	VACANT CC, 24130			
64	24090	STEEDLEY_DETRAL	33	40	
64	24336	HART_KATEE	39	46	
63	24322	FITZ_DENISER	39	36	
64	24405	WEEKS_CASSANDRAM			44

Top Skill	ID	Agent Name	Nov-Driver	Nov-Vehicle	Combined	Dec-Driver
63	24022	CORNELIUS CAROLY	40	8	48	43
63	24503	JAMISON TIERRAS	39	4	43	40
63	24557	JORDAN WALTINA	38	21	59	45
63	24328	LOVE CINDIS	43	14	57	46
63	24391	LYTLE TAMISHEL	44	26	70	47
63	24319	MAXWELL MAE	39	17	56	41
63	24060	THOMPSON MELISSA	36	4	40	42
63	24504	TUCKER SECOYAL	33	16	49	42
63	24502	TYSON CHRISTYR	33	11	44	43
63	24011	USHER JOHNNY	35	39	74	38
64	24559	BEY EGYPT	16	42	58	
64	24400	BRANHAM MARJORIE	31	44	75	37
64	24501	BURNHAM TRACY	41	43	84	
64	24324	EDWARDS CASSANDR		39	39	
64	24345	FITZ REBECCA	25	43	68	
64	24315	GOLDEN DECHANDRA	25	33	58	
64	24379	GRIPPER JAMIN	10	43	53	
64	24061	EBLOND PEGGYD	33	36	69	
64	24097	MCDOW LATOYAD	22	39	61	
64	24318	OSWALD KELLYM	19	44	63	31
64	24392	PERRY AUDREYK	19	47	66	
64	24390	RHODES TAKETAS	36	46	82	
64	24316	SHEALY BRANDONM	15	43	58	
64	24317	SPANN SHAMEKA	24	47	71	
64	24108	WARE TYKEISHA	15	32	47	12
64	24303	WILLIAMS LENSEYK	7	41	48	
188	24120	CASEY HELENC	37	39	76	45
188	24327	PALMER AUDREYV	40	19	59	45
188	24505	PARTRIDGE JAMILA	42	28	70	47
188	24500	PERRY BRITTANY	32	9	41	35
188	24321	QUATTLEBAUM KRIS	35	16	51	41
188	24312	RIETVELD LESLIEN	39	34	73	43
Count:			31	32		19

64	24393	BROWN LETITAC				
188	24329	COX JASMINEM				
63	24366	EGERTON CELINAN				49
188	24556	COX LAURAS	32	28		
64	24342	GLASGOW SHATOYIA				

64	24401	GREENE_TANQUIAH		
63	24337	FIELDS_KEVIND		38
63	24353	HEARD_SONENIG		
63	24047	HENDRICKS_KAYANAS		
64	24323	JEFFCOAT_CAROLYN		
63	24397	FRANCIS_INESM		46
64	24310	ROWES_SARELLARA		
64	24098	SEAY_KAMILIAL		
63	24354	SHARPE_BRITTANYA		45
63	24320	SMITH_TIFFNEYA		
63	24370	STANCIL_PEARLIEM		38
64	24087	VACANT CC, 24087		
188	24130	VACANT CC, 24130		
64	24090	STEEDLEY_DETRAL	33	40
64	24336	HART_KATEE	39	46
63	24322	FITZ_DENISER	39	36
64	24405	WEEKS_CASSANDRAM		

Dec- Vehicle

	43
	40
	45
	46
	47
	41
	42
	42
	43
43	81
45	45
44	81
49	49
42	42
43	43
39	39
47	47
38	38
43	43
47	78
45	45
44	44
44	44
48	48
37	49
43	43
	45
	45
	47
	35
	41
	43

41

39

44

Top Skill	ID	Agent Name	Nov-Driver	Nov-Vehicle	Dec-Driver	Dec- Vehicle
63	24022	CORNELIUS CAROLY	40	8	43	
63	24503	JAMISON TIERRAS	39	4	40	
63	24557	JORDAN WALTINA	38	21	45	
63	24328	LOVE CINDIS	43	14	46	
63	24391	LYTLE TAMISHEL	44	26	47	
63	24319	MAXWELL MAE	39	17	41	
63	24060	THOMPSON MELISSA	36	4	42	
63	24504	TUCKER SECOYA	33	16	42	
63	24502	TYSON CHRISTY	33	11	43	
63	24011	USHER JOHNNY	35	39	38	43
188	24120	CASEY HELENC	37	39	45	
188	24327	PALMER AUDREYV	40	19	45	
188	24505	PARTRIDGE JAMILA	42	28	47	
188	24500	PERRY BRITTANYT	32	9	35	
188	24321	QUATTLEBAUM KRIS	35	16	41	
188	24312	RIETVELD LESLIEN	39	34	43	
		Count:	16	16	16	1

64	24393	BROWN LETITAC				
188	24329	COX JASMINEM				
63	24366	EGERTON CELINAN			49	
188	24556	COX LAURAS	32	28		
64	24342	GLASGOW SHATOYIA				
64	24401	GREENE TANIQUEIAH				
63	24337	FIELDS KEVIND			38	
63	24353	HEARD SONENIC				
63	24047	HENDRICKS KAYANAS				
64	24323	JEFFCOAT CAROLYN				41
63	24397	FRANCIS INESM			46	
64	24310	ROWES SARELLARA				39
64	24098	SEAY KAMILIAL				
63	24354	SHARPE BRITTANYA			45	
63	24320	SMITH TIFFNEYA				
63	24370	STANCIL PEARLIEM			38	
64	24087	VACANT CC, 24087				
188	24130	VACANT CC, 24130				
64	24090	STEEDLEY DETRAL	33	40		
64	24336	HART KATEE	39	46		
63	24322	FITZ DENISER	39	36		

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Top Skill	ID	Agent Name	Nov-Driver	Nov-Vehicle	Dec-Driver	Dec- Vehicle
64	24559	BEY_EGYPT	16	42		45
64	24400	BRANHAM_MARJORIE	31	44	37	44
64	24501	BURNHAM_TRACYL	41	43		49
64	24324	EDWARDS_CASSANDR		39		42
64	24345	FITZ_REBECCAB	25	43		43
64	24315	GOLDEN_DECHANDRA	25	33		39
64	24379	GRIPPER_JAMIN	10	43		47
64	24061	LEBLOND_PEGGYD	33	36		38
64	24097	MCDOW_LATOYAD	22	39		43
64	24318	OSWALD_KELLYM	19	44	31	47
64	24392	PERRY_AUDREYK	19	47		45
64	24390	RHODES_TAKETAS	36	46		44
64	24316	SHEALY_BRANDONM	15	43		44
64	24317	SPANN_SHAMEKA	24	47		48
64	24108	WARE_TYKEISHAJ	15	32	12	37
64	24303	WILLIAMS_LENSEYK	7	41		43

Count:	15	16	3	16
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64	24393	BROWN_LETITAC				
188	24329	COX_JASMINEM				
63	24366	EGERTON_CELINAN			49	
188	24556	COX_LAURAS	32	28		
64	24342	GLASGOW_SHATOYIA				
64	24401	GREENE_TANIQUEIAH				
63	24337	FIELDS_KEVIND			38	
63	24353	HEARD_SONENIC				
63	24047	HENDRICKS_KAYANAS				
64	24323	JEFFCOAT_CAROLYN				41
63	24397	FRANCIS_INESM			46	
64	24310	ROWES_SARELLARA				39
64	24098	SEAY_KAMILIAL				
63	24354	SHARPE_BRITTANYA			45	
63	24320	SMITH_TIFFNEYA				
63	24370	STANCIL_PEARLIEM			38	
64	24087	VACANT CC, 24087				
188	24130	VACANT CC, 24130				
64	24090	STEEDLEY_DETRAL	33	40		
64	24336	HART_KATEE	39	46		
63	24322	FITZ_DENISER	39	36		

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Nikki R. Haley
Governor



Kevin A. Shwedo
Executive Director

State of South Carolina

Department of Motor Vehicles

December 1, 2014

Nathan Strong, strong@mailbox.sc.edu
Director of Organizational and Professional Development
University of South Carolina Division of Human Resources
1600 Hampton Street, Suite 101
Columbia, SC 29208

**SUBJECT: South Carolina Department of Motor Vehicles Contact Center
Certified Public Manager Project Progress Summary**

Since our August 8, 2014 project approval meeting, we have obtained approval and buy-in from Agency Leadership regarding the purpose and intent of our CPM Project. This project will identify the root causes for service level reduction in the Department of Motor Vehicles Contact Center and suggest strategies to improve employee morale and the quality of service provided to customers.

To date, we have gathered the following data:

- Historical service level and call volume data by agent since Fiscal year 2012
- Baseline service level data as a present state benchmark to include Average Speed of Answer, Average call handling time, and the number of abandoned calls.
- Additionally, we have collected all of the Exit Interview Surveys since 2012
- Job posting periods, hiring, retention length, and turnover rate
- Number of corrective actions, absenteeism, number of employee complaints
- Baseline Employee Climate Survey results to measure morale at its current state
- Feedback from Contact Center employees that attended New Employee Training as a pilot program.
- Baseline knowledge testing of experienced Contact Center employees before training improvements.

**South Carolina Department of Motor Vehicles Contact Center
Certified Public Manager Project Progress Summary, December 1, 2014 – Page 2**

Data we still need to gather:

- Turnover Rate of the Contact Center losing employees to other divisions within the Agency
- Additional knowledge testing of experienced Contact Center employees both before and after improvements are made to the training program.
- Employee Climate Survey results to measure morale after improvements are implemented
- Additional feedback from Contact Center employees that will attend New Employee Training pilot.
- Monthly update of service level and call volume data to include Average Speed of Answer, Average call handling time, and the number of abandoned calls.

The analysis we have done:

- We have analyzed the Exit Interview Surveys from the Contact Center since 2012 and determined that although rate of pay is a concern, the separated employees list the top three reasons for leaving relate to dissatisfaction of Agency Training Programs, Advancement Opportunities, and the Agency's Recognition program.
- We also have analyzed the Employee Climate Survey and determined that Employees do like the work environment and working conditions, are comfortable working with their co-workers, and for the majority feel that morale is trending upward.
- Initial observation of Contact Center employees "on the job" to improve training effectiveness.

The analysis we still plan to do:

- Additional observation of Contact Center employees "on the job" to improve training effectiveness.
- We still plan to analyze if the implementation of improved training and development programs has an impact on retention, HR disciplinary actions, the quality of service and service level, and employee morale.

How we plan to use the data and analysis in our project:

- During the course of this project and beyond, we intend to use the data we have collected to validate the factors that are impacting service level and employee morale, provide a comparison of past and present state of the Contact Center, and establish an analysis of initiatives that are implemented to help improve these issues.

CSD Program Team

Objectives:

1. Provide cross functional personnel pool of motivated and skilled program team leaders and members to develop and implement plans for defined DMV projects and problems.
2. Provide a leadership, technical expertise, and program management development opportunity to motivated, ambitious, and committed DMV personnel.
3. Allow participants an opportunity to develop marketable skills in leadership, teambuilding, and project/program management under the mentorship of experienced DMV leaders.
4. Allow leadership a forum for mentoring and developing DMV personnel.
5. Allow leadership to identify DMV members with skills and potential that is outside their normal daily DMV duties.

Membership Criteria:

1. Participation is strictly voluntary, but failure to abide by program requirements may lead to non-punitive removal from the team at the sole discretion of CSD Director.
2. Member must have recommendation and concurrence from immediate supervisor.
3. Member must be willing to work 40 hours during each week (normal/sick is allowed as normal).

Membership Selection and Retention:

1. Each volunteer must write a short, one page essay on what they have to contribute to the team and what they hope to gain from participation.
2. Each volunteer must have a signed supervisor recommendation and agreement to support team member's participation.
3. Team members will be picked by consensus of the CSD Director and Deputy Directors.
4. 20 members maximum participation. New member applicants and current member evaluations conducted every 6 months or as required to fill vacancies.

Program Requirements:

1. All members are expected to attend all Program Team meetings/events. Infrequent absences due to pre-scheduled leave will be excused.
2. Members will actively participate in their assigned projects with up to 5 hours per week. No overtime is authorized, but working to 40 hours for non-exempt employees is expected and in excess of 40 hours for exempt employees is allowed.
3. Members will accept team positions and/or leadership roles when assigned by the Program Team leadership.
4. Program/project leads will lay out program/project objectives, timelines and tasks expeditiously for assigned programs/projects. Team member will meet the timeline or negotiate extensions before the timeline is reached. Failure to meet timelines or quality expectations can result in removal from the team.